



# S2SPORT

Improving Skills for Sport Administration

## RESEARCH REPORT

*LABOUR MARKET SITUATION, TRENDS AND  
PERSPECTIVES FOR SPORT ADMINISTRATION  
IN EUROPE*



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This document is part of a series of outputs that can be read in conjunction with each other or as standalone documents.

This research report has been produced by Simone Digennaro and Antonio Borgogni from the University of Cassino and Southern Lazio, Department of Human Sciences, Society and Health (UNICAS), under the supervision of the applicant EOSE and in collaboration with the whole partnership.



# EXECUTIVE SUMMARY

## LABOUR MARKET SITUATION, TRENDS AND PERSPECTIVES FOR SPORT ADMINISTRATION IN EUROPE

### A. BACKGROUND

In recent years, there has been growing interest in studying the sport labour market in Europe and an emerging need to gain a better understanding about its characteristics and the potential for growth and change.

The sport sector is becoming increasingly recognised as a sector of economic, social and political importance on the European Union's agenda and there is a need to investigate the priority areas that have an impact on its growth.

In particular, it is essential to explore how to create clear and effective programmes that support sport's development, encompassing important aspects such as education and training, health, gender rights and citizenship, social inclusion, and employment.

In this light, sport administration is a strategic domain that needs to be further investigated, analysed and enhanced.

*Sport administration involves the processes and activities of running an organisation operating within the sport sector at all levels and includes a variety of tasks across a wide range of functions in accordance with the purpose and direction of the organisation. Sport administration functions are crucial to the entire sport system and are implemented by all of the individuals, both paid and unpaid (volunteers) who work to ensure the effective running of sport organisations.*

Due to the crucial role played by individuals working in sport administration, the S2A Sport project partners saw a need to define a range of European occupational standards that outline the competences, skills and knowledge needed to work in this part of the sport sector.

That is why, as part of the broader qualitative and quantitative research underpinning the project, the partners carried out a desk research on sports administration and a survey on people working to gauge their perceptions of the "sport administration" role and the corresponding competences they believe apply to their day-to-day work.

### B. NATURE AND SCOPE OF THE STUDY

At the time this study was conceived, the level of analysis in the field of sport administration was restricted mainly to sporadic investigations and limited examinations.

Therefore, it was decided to carry out an exploratory investigation aimed at:

- Gaining a better understanding of the main features of the target labour market
- Assessing the potential for growth and change
- Identifying the main trends affecting the labour market

To fulfil this purpose, a combination of qualitative and quantitative data was collected through a range of techniques: primary data collection, secondary analysis and focus group.





## C. KEY FINDINGS

When the questionnaire was distributed, 351 responses were received from respondents in 48 countries. Approximately 70% (n=241) of the total reply rate was from the 8 countries represented by the national partners of the S2A Sport consortium: Belgium, Bulgaria, Finland, Italy, Lithuania, Netherlands, United Kingdom and France.

National sport federations (38.1% / n=131) along with sport clubs (12.2% / n=42), national sporting bodies (11% / n=38) and local/regional sport bodies (10.2% / n=35) are the most represented typologies of organisations. Additionally, a number of universities/training providers (5.2% / n=18) and European/international federations (4.9% / n=17) form part of the sample along with two European network organisations and two ministries responsible for sport.

The respondents' organisations have a local or national geographical scope (in approximately 88% of the cases) and are medium/large in size. The number of people working for the organisation ranges widely, from 1-5 (15.7% / n=53) to more than 100 (20.7% / n=70). European/international sport federations and national sport federations represent the highest response rate for organisations with 50-100 employees and more than 100 employees.

Full-time employment (a permanent and fixed-term contract) is the most common type of contract used by the organisations (76.5% / n=258). Part-time contracts only represent approximately 6.8% of the replies (n=23).

The area "Managing the organisation's strategic direction" is seen as a crucial aspect for the success of a sport organisation. All of the six proposed items included under this heading – "Developing strategic direction for the organisation", "Working with the organisation's board to develop strategy", "Improving organisational performance", "Developing and implementing operational plans", "Contributing to good governance", "Developing and managing projects" – are considered essential or important in approximately 90% of cases.

Approximately 85% (n=295) of the respondents believe that "sport organisations have become more professional in recent years". In addition, 84.2% (n=288) of the respondents are convinced that "in the future there will be a demand for a better qualified workforce operating in sport organisations".

Even though the level of qualification is rising, no specific education is generally required to work in the area of sport administration. Within the sample, the sport administration landscape appears to comprise both full-time professionals and individuals that work on a voluntary basis.

## D. IMPLICATIONS FOR POLICY

Generally, the exploratory study confirmed that in recent years sport organisations have been operating across a more complex environment. This implies the demand for highly skilled and adaptable employees. The capacity to innovate and adapt appear to be crucial elements, especially for individuals who work to ensure the effective running of a sport organisation.

A closer collaboration between training providers and the labour market seems to be decisive in order to develop a workforce that is responsive to the needs of the sport sector. The collaboration is expected to be essential to avoiding the waste of human and financial resources, increase employability and develop effective skills upgrading pathways.

A reflection on recruitment processes is also needed to foster a better integration of trained people into the labour market.

Finally, in the area of sport administration there is a need to improve training providers' capacity to forecast, anticipate and match skills to labour market needs. This includes both matching skills and orientating skills development to existing vacancies as well as future opportunities. It is therefore necessary to design efficient employment, education and training programmes that complement developments in the area.





# **BACKGROUND AND CONTEXT**

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## A. THE S2A SPORT PROJECT

The S2A Sport project focussed on the skills needed by sport administrators working in paid and volunteer roles in the delivery of sport.

The project aimed to reduce the gap between the existing competences of sport administrators and the competences needed to fulfil current and future realities and expectations of this position.

Further aims of the project were to enhance and modernise existing training programmes, to equip those working or volunteering in sport administration with the right skills and, as a result, to contribute to building the capacity and effectiveness of sport organisations across Europe.

The S2A Sport project took place between September 2015 and February 2018 and was funded by the European Commission under the Erasmus+ programme (Key Action 2 – Strategic Partnership for Vocational Education and Training).

The S2A Sport consortium that delivered the project gathered partners from various parts of the sport sector in Europe. Led by the European Observatoire of Sport and Employment (EOSE), it brought together eight national organisations and four pan-European associations from ten different European countries.

Further information about the project can be found at [www.s2a-sport.eu](http://www.s2a-sport.eu)

## B. SPORT ADMINISTRATION

Sport Administration includes the processes and activities of running an organisation operating within the sport sector at local, regional, national and/or European levels. It includes skills and competences that enable individuals to coordinate, manage, market, organise and deliver sport in line with the governance and direction of the organisation.

Within the S2A Sport project the working definition of sport administration was:

*“Sport administration embraces the processes and/or activities of running an organisation operating within the sport sector at all levels; it includes a variety of tasks across a wide range of functions in accordance with the purpose and direction of the organisation.”*

*More specifically, Sport Administration functions are implemented by all those individuals, both paid and unpaid (volunteers) who work to ensure the effective running of a sports organisation.”*

This definition was supported by a large majority of the sample of people working in sport organisations who were consulted as part of the project.



## C. THE LIFELONG LEARNING STRATEGY FOR SPORT – “THE 7 STEP MODEL”

The S2A Sport project implemented the innovative Lifelong Learning Strategy for Sport, known as the “7 Step Model”<sup>1</sup>. This model, devised by EOSE, provides a framework for a strategic approach to ensure that appropriate education, training and qualifications exist to support the development of the workforce. It was developed in response to the main education and employment challenges in the sector and aligns with the main EU policies and tools in the fields of sport and vocational education and training.

The model aims to bring together the education and employment stakeholders in a collaborative approach to ensure that education and training provision is fit for purpose and in line with the needs of the workforce.

The model begins with the collection of labour market intelligence to conduct desk or primary research into employment in the sector.

The next step in the model is to produce an occupational map which further expands on the key characteristics of the workforce.

The model goes on to describe the key jobs in the sector and facilitates the development of detailed occupational standards to describe skills and knowledge required for competent performance at work.

After detailing all aspects of the workforce and skills requirements, the model finally provides information and advice on qualifications, learning outcomes and quality assurance to support education providers in developing and delivering courses to meet the needs of the labour market.

<sup>1</sup> For an in-depth description of the model, see Gittus, B & Favre, A, *The Lifelong Learning Strategy for the Sector: the 7 Step Model*, in Gouju, JL & Zintz, T (Eds) (2014) *Sport: linking education, training and employment in Europe, an EOSE Network Perspective*. Presses Universitaires de Louvain. See also description of 7 Step Model on EOSE website: <http://eose.org/approach/7-step-model/>







# INTRODUCTION TO LABOUR MARKET INTELLIGENCE IN SPORT

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STEP 1 OF THE EOSE 7 STEP MODEL





### THE 7 STEP MODEL (EOSE, 2015)



This report presents findings from a study on the labour market situation, trends and perspectives for sport administration in Europe.

The research was commissioned as part of the S2A Sport project described in the introduction against the background of a growing level of interest in this strategic area of the sport sector in Europe. Analysis of this complex area is necessary for the development of the sport sector.

As part of the S2A Sport project, and beginning the steps of the working methodology for the project, the University of Cassino and Southern Lazio – Department of Human Sciences Society and Health (UNICAS) was responsible for conducting the implementation of Step 1 entitled Labour Market Intelligence (LMI) by collecting qualitative and quantitative data through various sources and techniques with the view to:

- Gaining a better understanding of the main features of the target labour market
- Assess the potential for growth and change
- Identify the main trends affecting the labour market

In accordance with the 7 Step Model, Labour Market Intelligence (LMI) is regarded as the starting point towards the development of occupational standards and adapted qualifications, courses or training programmes targeting a competent workforce.

Considering the lack of information in the area of sport administration and the need to gain a better understanding about the main features and principal trends of this strategic domain, this study was essentially exploratory in nature and based on a combination of qualitative and quantitative data that were collected by applying a range of techniques:

- Primary data collection that addressed organisations and individuals involved in managing, marketing, organising and delivering sport at the local, national or European level
- Secondary data collection that involved collating statistics, data, reports and studies on issues such as the labour market, situation, trends and perspectives for “sport administration” in Europe
- Focus groups with representatives of the members of the S2A Sport consortium

The research was also informed by a selective review of research, policy and grey literature<sup>2</sup> from the sector.

<sup>2</sup> Grey literature encompasses materials and research such as working papers, government documents, research report produced outside of the traditional academic channels.





**INFORMATION  
ABOUT THE  
COLLECTION OF DATA**

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The study used a simple methodological approach aligned with the aim of the S2A Sport project. The framework of the collection of data was mainly based on the following elements:

- The structure and expectations from the 7 Step Model, which was implemented throughout the S2A Sport project
- The outcomes from the focus groups and framework agreed during the kick-off meeting of the S2A Sport project held in Brussels on 16 and 17 November 2015
- The knowledge, expertise and past experiences of the package leader – The University of Cassino and Southern Lazio (UNICAS)
- The knowledge available in the area of sport administration in Europe

The lack of data on the area of sport administration in Europe suggested adopting an exploratory study as the main research method. The overall scope of the research was broad, in order to gain familiarity with the topic and acquire new insights. The aim was to formulate a more precise framework of the target labour market and to understand its characteristics, potential for growth and change, and to identify main priorities areas which:

- Have an impact on the economic growth and impact of the sector
- Relate to government expectations and strategies (e.g. health, education, sport)
- Correspond to the needs of sport employers and labour market
- Represent a significant percentage of the workforce
- Require new or increased skills

A combination of different research tools were used during the different phases of the data collection. The leader, UNICAS, with strong and active collaboration from EOSE and all partners involved in the S2A Sport consortium, first conducted **desk research** to collate existing statistics, data, reports and studies on topics such as the labour market situation, trends and perspectives for "sport administration" in Europe.

Secondly, a preliminary quantitative study of the role of Sport Administrator in Europe was implemented at the European level. For this purpose, **a questionnaire was developed**, tested and adopted as the main research tool. The questionnaire was tested with a sample of sport organisations from the sector that were selected by the consortium with the view to assess the level of comprehension and the consistency between the questionnaire and the variables investigated.

The testing phase was implemented for the **English** version, after which the questionnaire was translated into 6 different languages – **Bulgarian, French, Lithuanian, Dutch, Finnish and Italian** – and disseminated through several routes and mechanisms: direct contact with potential respondents, newsletters and social media posts, the partners' own websites and other communications channels. This collection of data started in March 2016 and lasted two months.

Finally, focus groups were formed with the representatives of the S2A Sport consortium. All participants were invited to openly discuss typical features and characteristics of the sport administration labour market drawing from their own national/organisational perspectives and experience.

They were also required to critically analyse and revise the processes of data collection and the draft key findings of the exploratory research.







## **SURVEY SAMPLE**

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The collection of data was done extensively at the European level by adopting a mixed strategy of data collection. UNICAS created an online survey that each partner of the consortium was asked to disseminate at a national level. National partners activated their own national networks by mostly targeting national governing bodies and national sport federations with direct contacts and interactions.

Additionally, the EU/International partners, namely the International Sport and Culture Association (ISCA), Tennis Europe, the European Federation for Company Sport (EFCS) and the European Observatoire of Sport and Employment (EOSE), disseminated the questionnaire through their networks of members in order to cascade the survey and increase the number of respondents.

The sample reflects the design of the research study: it is therefore highly representative of the national sports governing bodies (national sport federations, national sport bodies and local/regional sport bodies).

There was little response, and therefore limited available data, from the grassroots sector, but the responses collected are sufficient enough to ascertain some trends concerning this important subsector. Overall, the survey sample has a strong focus on the European context.

In total, **351 replies** were received from respondents in **48 countries (Graph 4)**.

Approximately 71% (n=241) of the total reply rate was received from the 8 countries represented by a full partner through the S2A Sport project:



Replies were mostly received from male respondents (71% / n=237 - Graph 1) aged over 40 (64.5% / n=218 - Graph 2), and from people who have at least a Bachelor's degree (88.2% / n=297 - Graph 3).

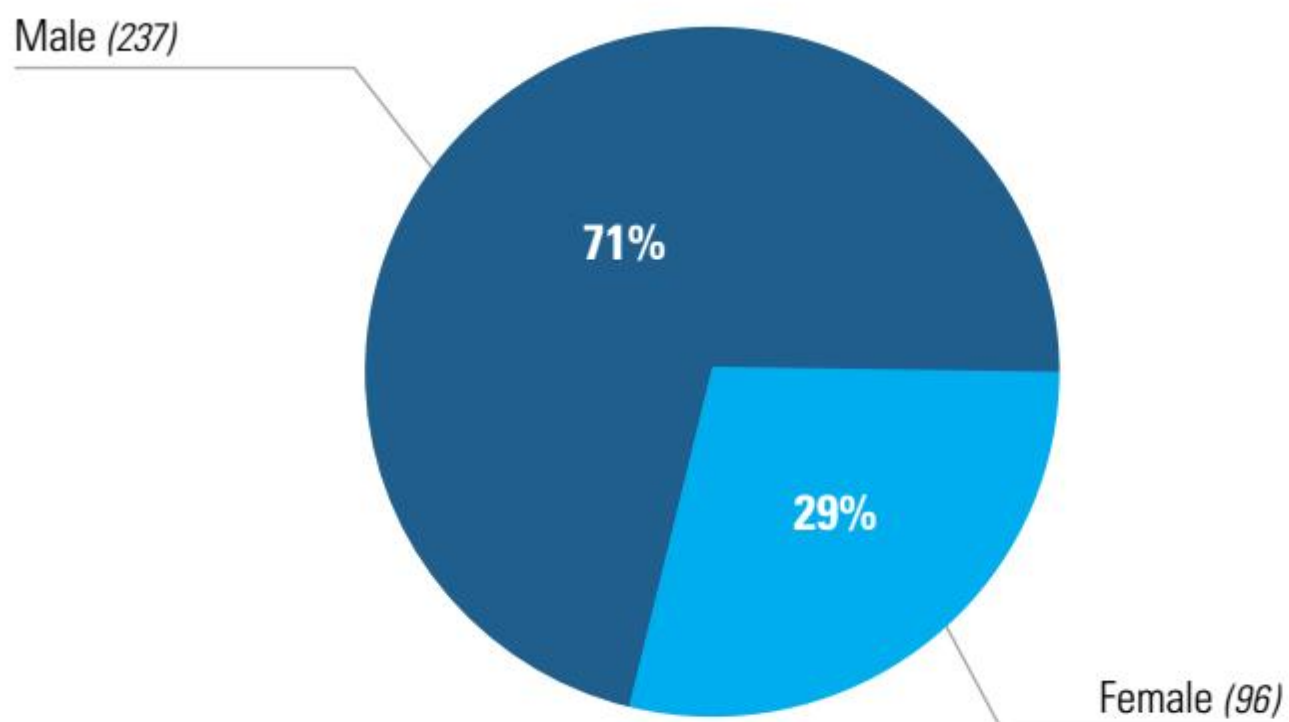
Finally, respondents reported to have a high level of experience in the field; in fact, the mean of the years working for the represented organisation is equal to 10.29, the median is 8, and the standard deviation is 9.85.

Given these features, it can be maintained that the survey sample is mostly represented by senior managers with high level of education and strong expertise (Table 1).



# GENDER OF RESPONDENTS

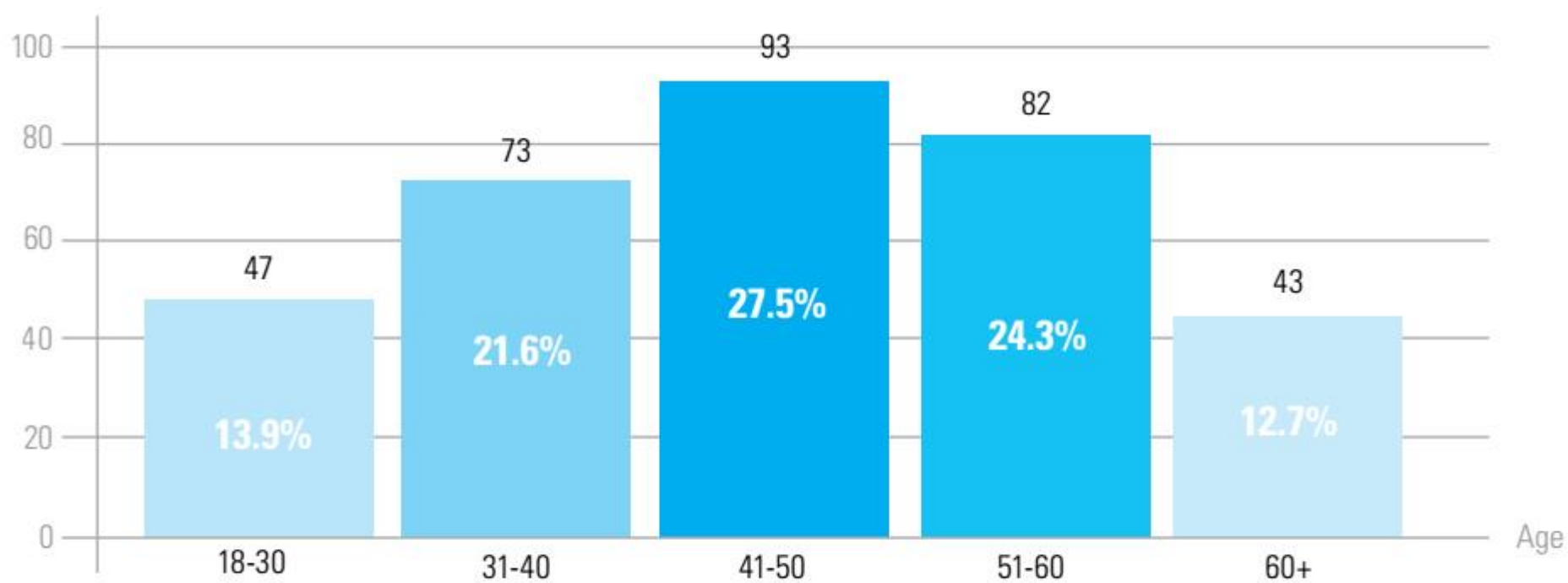
GRAPH 1  
N=333



# AGE OF RESPONDENTS

GRAPH 2  
N=338

Number of answers



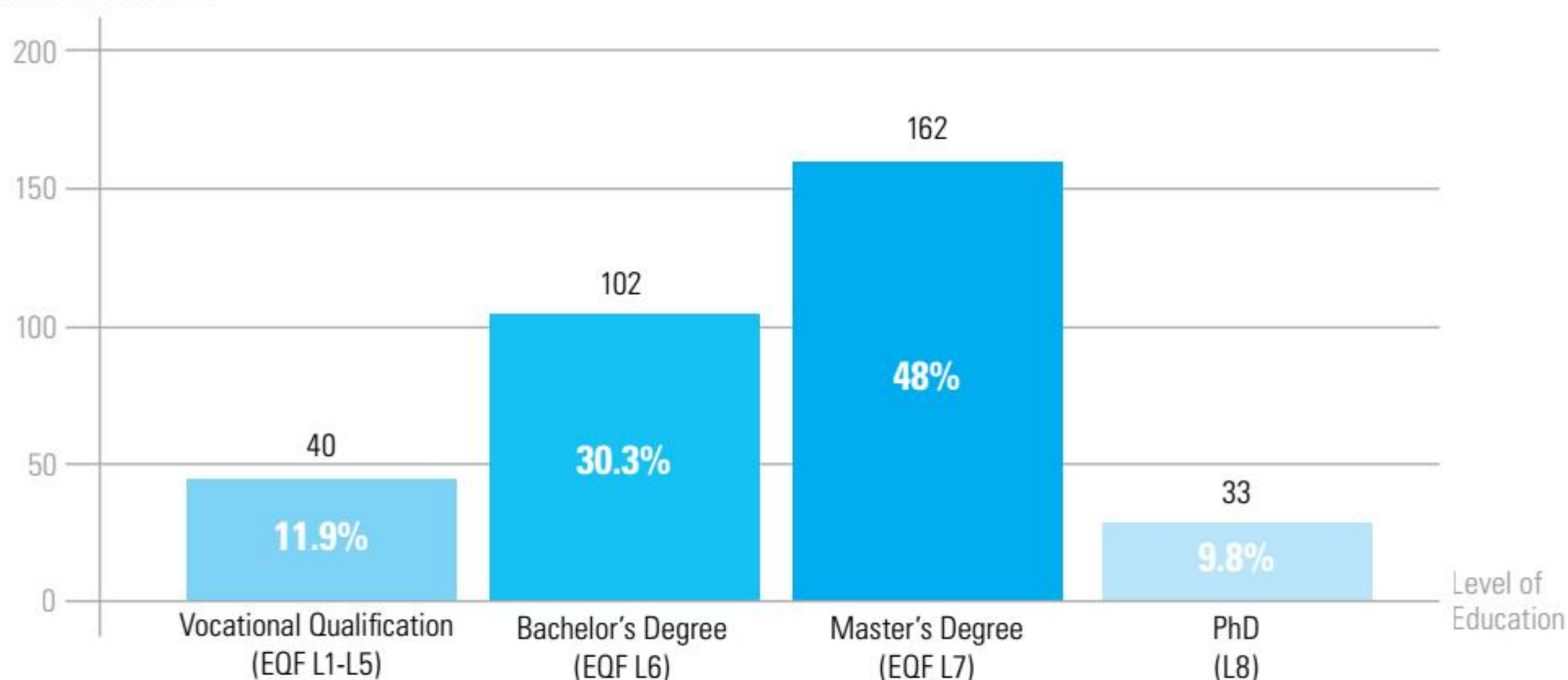


## LEVEL OF EDUCATION OF RESPONDENTS

GRAPH 3

N=337

Number of answers



## POSITIONS WITHIN THE ORGANISATIONS OF THE RESPONDENTS WHO FILLED IN THE ONLINE QUESTIONNAIRE

TABLE 1

Administrative Officer	Erasmus+ Project Coordinator	Member of the Board
Adviser	Executive Assistant	Membership Affairs Manager
Assistant Coach	Fundraising Manager	National Development Manager
Board Member	General Manager	National Team Manager
Business Manager	General Secretary	PR & Communication Executive Director
Chairman	Head of Active Communities	President
Chief Executive Officer	Head of Administration	Professor
Chief Operating Officer	Head of Community Sport	Project Manager
Coach Education Manager	Head of Development	Research Manager
Coaches Education Responsible	Head of Health and Wellbeing	Federation Development Coordinator
Coaching and Development Manager	Head of International Affairs	Sport, Health & Inclusion Manager
Coordinator	Independent Consultant	Sports Development & Physical Activity Manager
Coordinator for EU Funds and Programmes	In-House Legal Counsel	Manager
Dean	Interim Head of Sport and Leisure	Sports Development Head
Director	Intern Juniors Department	Strategic Lead for Policy
Director Finance & International Relations	International Public Policy Advisor	Technical Director
Director of Development	IT and Administrative Support	Technical Secretary
Director Scientific Affairs	Lecturer	Vice-President
Education Director	Manager	Workforce Project Manager

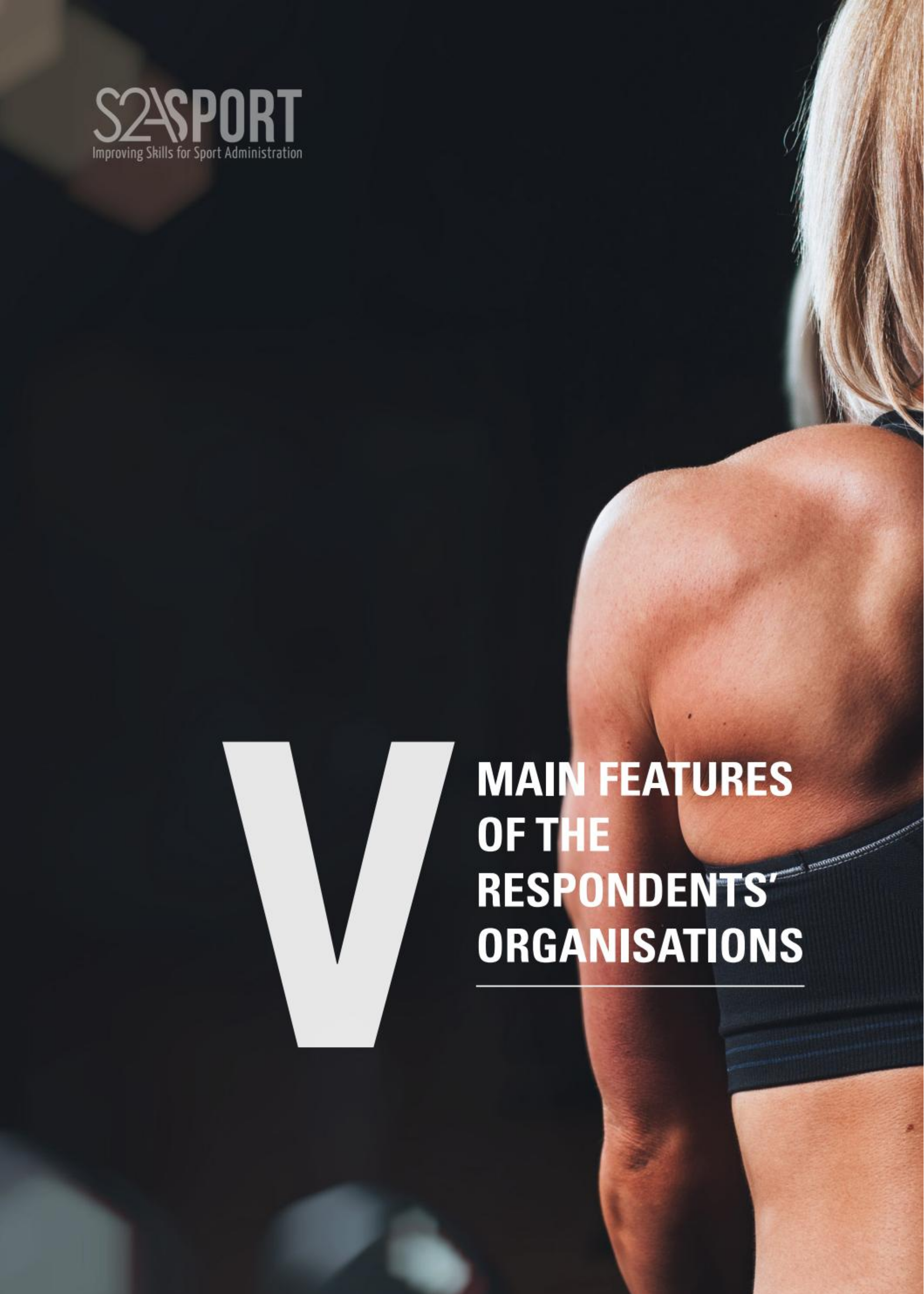




**V**

**MAIN FEATURES  
OF THE  
RESPONDENTS'  
ORGANISATIONS**

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With the aim of describing the characteristics of the organisations represented in the study and to gain a better understanding of their main features and activities, the respondents were first required to provide information about:

- The country of registration (Graph 4)
- The typology of the organisation (Graph 5)
- The geographical scope (Graph 6)
- The number of people employed/volunteers (indicating size of organisation) (Graph 7)
- The typology of employment contracts (Graph 8)

The analysis of the data clearly demonstrates the efficacy of the collection strategy and the representativeness of the survey sample both at national and European level.

National sport federations (38.1% / n=131), sport clubs (12.2% / n=42), national sport bodies (11% / n=38) and local/regional sport bodies (10.2% / n=35) are the most represented typologies of organisations (Graph 5). This is not surprising because these organisations were the ones targeted through the project and to which direct invitations to participate in the online survey were disseminated.

Additionally, it is encouraging to underline that a total of 18 universities/training providers (5.2%) and 17 different European/international federations (4.9%) took part in the survey along with two European network organisations and two ministries responsible for sport. The organisations have a local/regional/national geographical scope in approximately 88% of the cases (Graph 6).

As reflects the nature of the survey, Europe is by far the most represented continent. In fact, only 16 responses came from non-EU member countries (Albania, Azerbaijan, India, Korea, Macedonia (2), Moldova, Russia, Serbia (2), Switzerland (4), Turkey, and Ukraine) and three of these were from another continent (Graph 4).

In terms of the size of the organisations, the number of people working/volunteering varies from 1-5 (15.7% / n=53) to more than 100 (20.7% / n=70). Unsurprisingly, European/international federations and national sport federations are the organisations with the highest response rate for 50-100 employees/volunteers and more than 100 employees/volunteers (Graph 7). A total of 69.5% (n=235) of the organisations which took part in the survey comprised between 1 and 50 staff.

Full time permanent and fixed-term contracts are the most used by the organisations from the sector which filled in the online survey (76.5% / n=258). Part-time contracts only represent approximately 7% of the replies (n=23) (Graph 8).

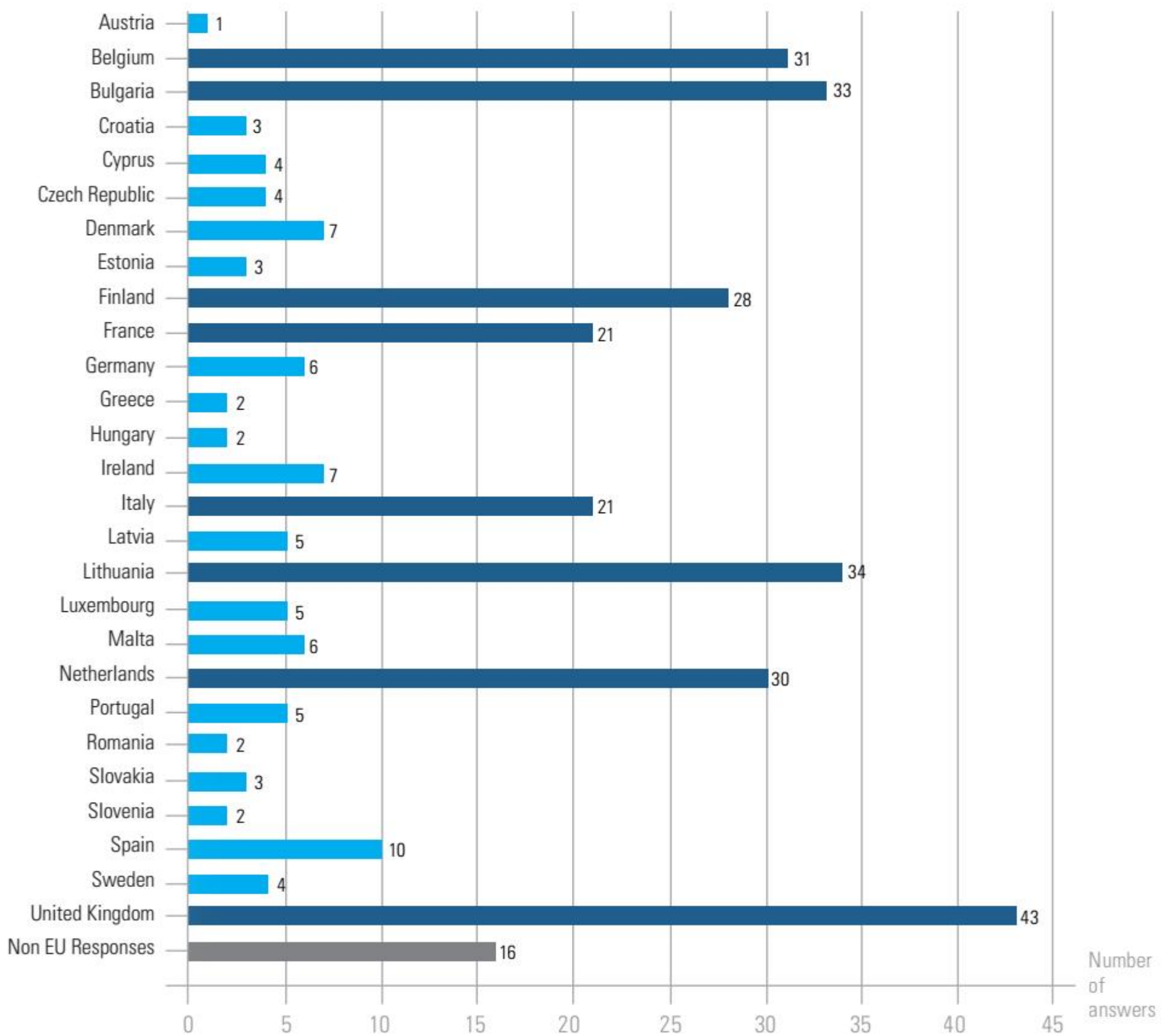
Sport clubs and national sport federations are the two categories of organisations that seem to engage the highest number of volunteers.





# BREAKDOWN OF RESPONSES PER COUNTRY OF REGISTRATION

GRAPH 4  
N=338

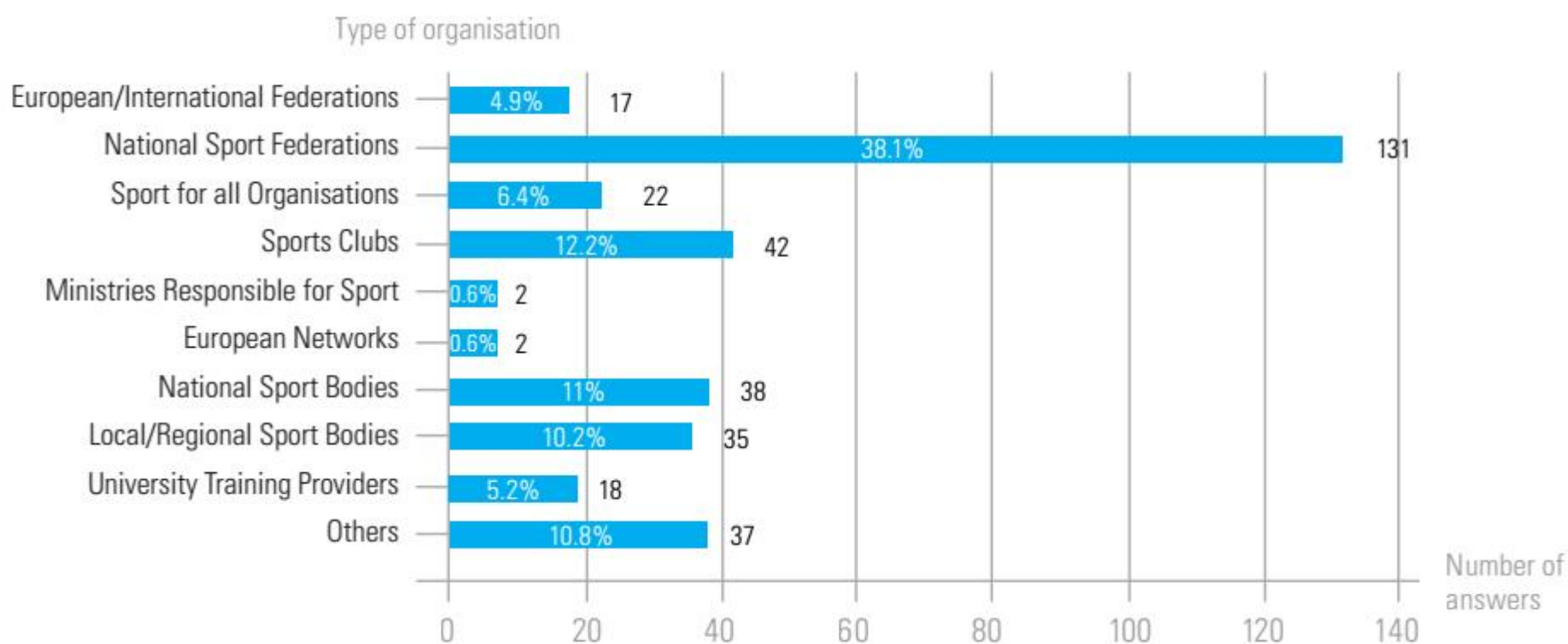


«The survey was available in Bulgarian, Dutch, English, Finnish, French, Italian and Lithuanian»



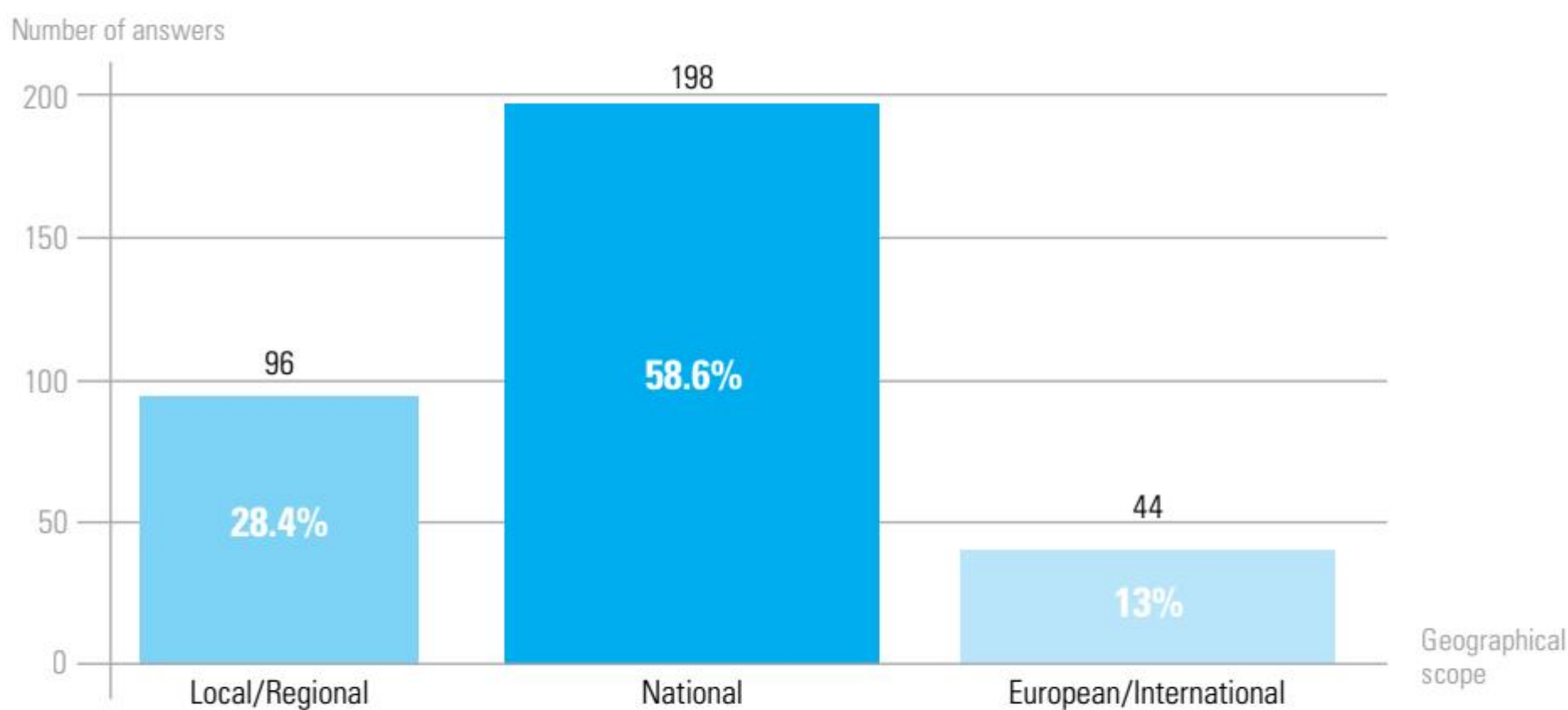
# TYPE OF ORGANISATIONS THAT RESPONDED TO THE SURVEY

GRAPH 5  
N=344



# GEOGRAPHICAL SCOPE OF THE RESPONDENTS' ORGANISATIONS

GRAPH 6  
N=338

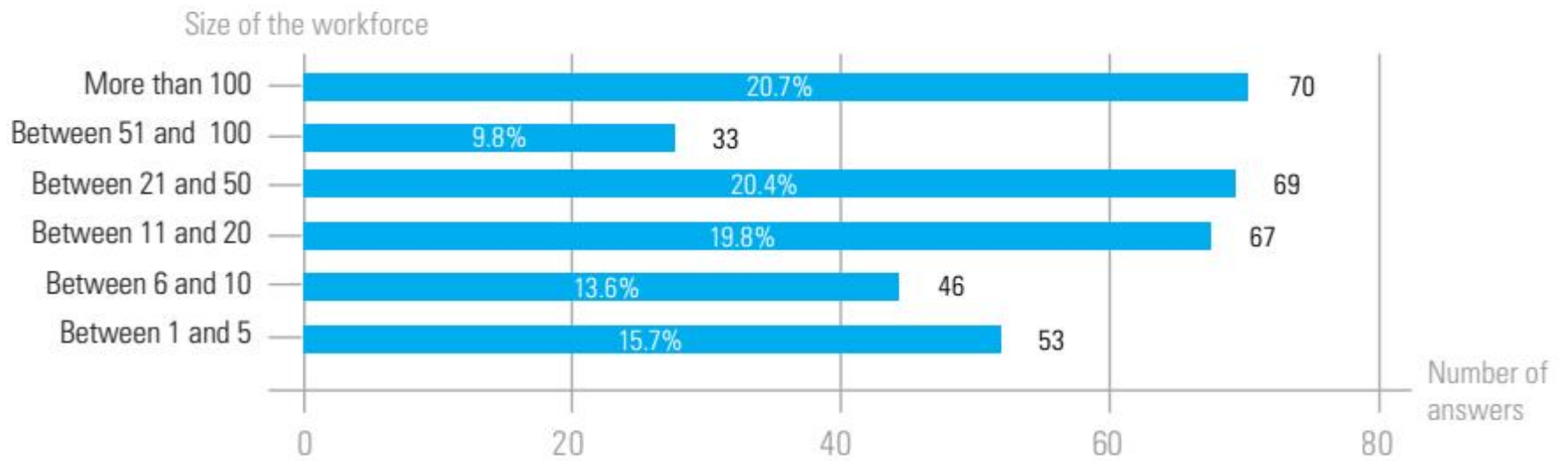






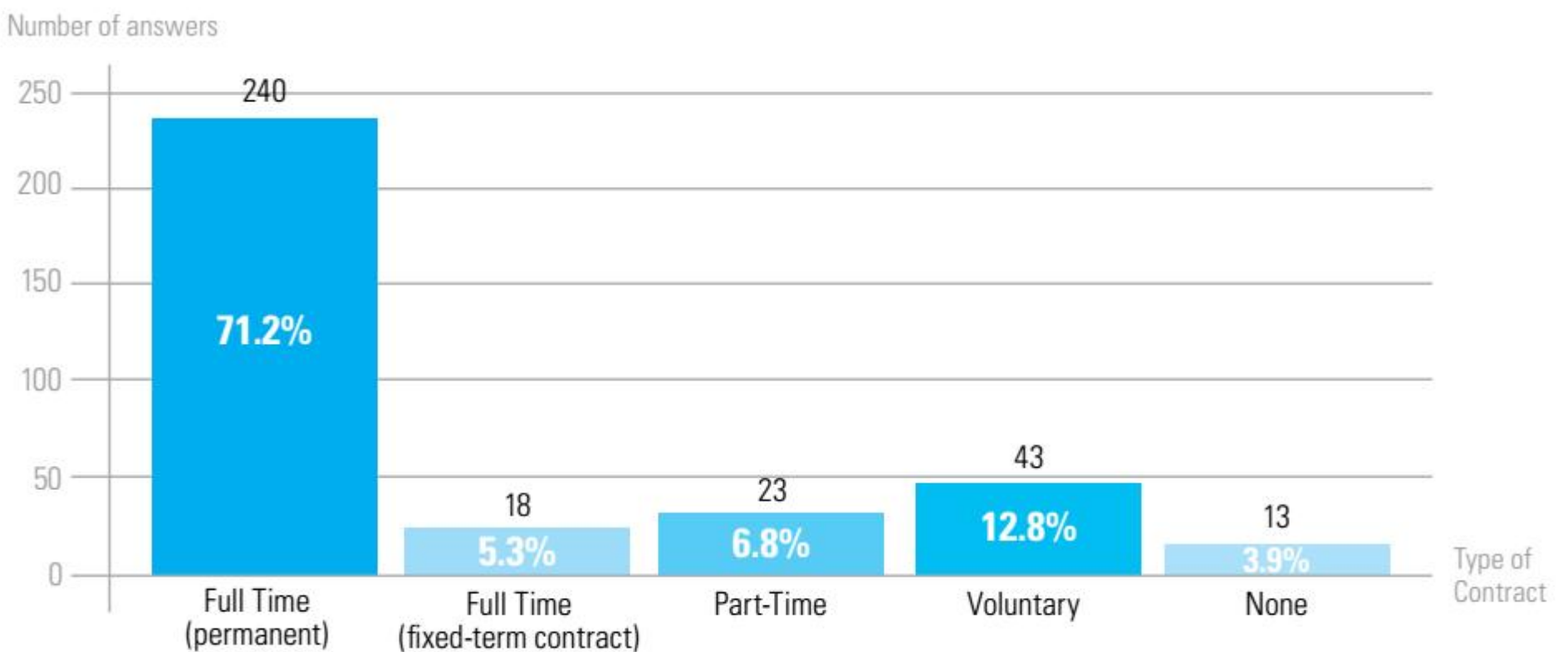
## SIZE OF THE ORGANISATION (PAID/UNPAID EMPLOYEES) THAT RESPONDED TO THE SURVEY

GRAPH 7  
N=338



## TYPES OF CONTRACTS FOR PEOPLE INVOLVED IN RESPONDENTS' ORGANISATIONS

GRAPH 8  
N=337







**SPORT**  
Improving Skills for Sport Administration

# W

**KEY ELEMENTS  
FOR THE  
SUCCESS OF  
A SPORT  
ORGANISATION**

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In this section of the questionnaire, the respondents were asked to express their opinions through a series of Likert-scale questions – essential, important, not important, not important at all, not applicable – on some key elements that were suggested as crucial to the success of a sport organisation.

Thirty different items were grouped into 5 main areas.

## KEY ELEMENTS OF A SPORT ORGANISATION GROUPED INTO FIVE AREAS

TABLE 2

<b>AREA A</b>	<b>AREA D</b>
Managing the organisation's strategic direction	Marketing and customers
Developing strategic direction for the organisation	Undertaking marketing activities
Working with the organisation's board to develop strategy	Delivering good customer service
Improving organisational performance	Managing the organisation's public image
Developing and implementing operational plans	Managing the communication and marketing strategy for the sport organisation
Contributing to good governance	
Developing and managing projects	
<b>AREA B</b>	<b>AREA E</b>
Working with and managing people	Managing and organising sport
Managing other members of staff/volunteers	Building and maintaining relationships with European or international sport organisations
Organising training for other staff/volunteers	Maintaining and helping to develop the rules and regulations for sport
	Developing and sustaining the sport organisation's membership
	Influencing policies and decisions relating to sport
	Maintaining and develop competitions in sport
	Developing, maintaining and implementing policies for anti-doping
	Developing, maintaining and implementing policies for child protection in sport
	Developing, maintaining and implementing policies for equal opportunities and social inclusion
	Managing discipline, complaints and appeals in sport
	Managing commercial rights relating to sport
	Ensuring the effective selection of teams and representatives
	Co-ordinating and managing sporting teams and tours
	Developing and providing facilities for sport and recreation
	Planning and managing sport events
	Managing the development of sport clubs and networks
<b>AREA C</b>	
Managing resources	
Carrying out administrative duties and offer administrative support	
Organising meetings, training courses and conferences	
Managing budgets and fundraising	



Unsurprisingly, the first area **“Managing the organisation’s strategic direction”** is seen as a crucial aspect for the success of a sport organisation. All six items are considered essential or important in approximately 90% of the responses. It is worth noting that *“Developing strategic direction for the organisation”* is considered as essential by 213 respondents (62.28 %).

In the same vein, **“Working with and managing people”** (Area B) is regarded as a decisive element for the success of a sport organisation. Only 31 (4.35%) and 15 (10.06%) respondents consider the first items *“Managing other members of staff/ volunteers”* and *“Organising training for other staff/volunteers”* as not important.

Only 1.1% of the respondents consider the third area **“Managing resources”** to be not important. In particular, 173 respondents (50.58%) see the *“management of the budgets and fundraising”* as essential; Over 90% of respondents considered it as an essential or important element for the success of a sport organisation.

The fourth area **“Marketing and customers”** indicates similar trends. A large proportion of the respondents (48.52%/ n=164), believe *“Delivering good customer service”* is an essential activity. All four items comprising this area are therefore considered as essential or important in at least 85.86% of the cases.

The final area **“Managing and organising sport”** tends to be quite similar to the other areas. However, the respondents gather less around the most positive option (essential), and for some items they have the opposite opinion in regard to the relevance of the proposed activities. For instance, 20.83% (n=71) and 21.40% (n=73) of the respondents see *“Developing, maintaining and implementing policies for anti-doping”* and *“Managing discipline, complaints and appeals in sport”* as less relevant than other activities.

In parallel, approximately 48% of the respondents consider the *“Management of commercial rights relating to sport”* as not important (25.5% / n=87), not important at all (7.33% / n=25) or not applicable (14.96% / n=51). *“Ensuring the effective selection of teams and representatives”*, *“Co-ordinating and managing sporting teams and tours”* and *“Developing and providing facilities for sport and recreation”* have similar tendencies.

In conclusion, there are no significant variations among the items. Generally, the respondents consider all of them as elements that need to be taken into consideration for the effective management of a sport organisation.

While all elements were seen by respondents to be important, the allocation of these tasks within the workforce of an organisation will vary depending on a number of factors including size, type or priorities of the organisation. Within a large organisation some roles will be specialised while in a small organisation the same person may have to do a variety of work roles which cover many of the elements listed.

## HOW IMPORTANT ARE THE FOLLOWING ACTIVITIES TO THE SUCCESS OF YOUR ORGANISATION?

TABLE 3

AREA A	Essential		Important		Not Important		Not Important at all		Not Applicable		Total Valid Answers
Managing the organisation’s strategic direction											
Developing strategic direction for the organisation	213	62.28%	122	35.67%	4	1.17%	0	0.00%	3	0.88%	342
Working with the organisation’s board to develop strategy	157	45.91%	168	49.12%	11	3.22%	1	0.29%	5	1.46%	342
Improving organisational performance	161	47.08%	170	50.00%	6	1.75%	1	0.29%	3	0.88%	342
Developing and implementing operational plans	149	43.57%	171	50.29%	18	5.26%	0	0.00%	3	0.88%	342
Contributing to good governance	128	37.43%	182	53.22%	23	6.73%	3	0.88%	6	1.75%	342
Developing and managing projects	160	46.78%	164	47.95%	12	3.51%	3	0.88%	3	0.88%	342





AREA B	Essential		Important		Not Important		Not Important at all		Not Applicable		Total Valid Answers
Working with and managing people											
Managing other members of staff/volunteers	182	54.01%	136	40.36%	14	4.15%	1	0.30%	4	1.19%	337
Organising training for other staff/volunteers	108	35.06%	165	53.57%	26	8.44%	5	1.62%	4	1.30%	308

AREA C	Essential		Important		Not Important		Not Important at all		Not Applicable		Total Valid Answers
Managing resources											
Carrying out administrative duties and offer administrative support	95	38.00%	138	55.20%	12	4.80%	4	1.60%	1	0.40%	250
Organising meetings, training courses and conferences	115	33.63%	189	55.26%	34	9.94%	2	0.58%	2	0.58%	342
Managing budgets and fundraising	173	50.58%	147	42.98%	17	4.97%	4	1.17%	1	0.29%	342

AREA D	Essential		Important		Not Important		Not Important at all		Not Applicable		Total Valid Answers
Marketing and customers											
Undertaking marketing activities	97	28.53%	195	57.35%	40	11.76%	4	1.18%	4	1.18%	340
Delivering good customer service	164	48.52%	150	44.38%	17	5.03%	2	0.59%	5	1.48%	338
Managing the organisation's public image	150	43.99%	177	51.91%	12	3.52%	0	0.00%	2	0.59%	341
Managing communication and marketing strategy for the sport organisation	142	41.52%	173	50.58%	21	6.14%	3	0.88%	3	0.88%	342

AREA E	Essential		Important		Not Important		Not Important at all		Not Applicable		Total Valid Answers
Managing and organising sport											
Building and maintaining relationships with EU or international sport organisations	95	27.86%	189	55.43%	41	12.02%	8	2.35%	8	2.35%	341
Maintaining and helping to develop the rules and regulations for sport	83	24.34%	175	51.32%	49	14.37%	14	4.11%	20	5.87%	341
Developing and sustaining the sport organisation's membership	123	36.07%	170	49.85%	25	7.33%	7	2.05%	16	4.69%	341
Influencing policies and decisions relating to sport	192	26.98%	200	58.65%	34	9.97%	6	1.76%	9	2.64%	341
Maintaining and developing competitions in sport	141	41.35%	136	39.88%	38	11.14%	8	2.35%	18	5.28%	341
Developing, maintaining and implementing policies for anti-doping	99	29.03%	144	42.23%	51	14.96%	20	5.87%	27	7.92%	341
Developing, maintaining and implementing policies for child protection in sport	115	33.72%	148	43.40%	46	13.49%	7	2.05%	25	7.33%	341
Developing, maintaining and implementing policies for equal opportunities and social inclusion	105	30.79%	176	51.61%	35	10.26%	7	2.05%	18	5.28%	341
Managing discipline, complaints and appeals in sport	66	19.35%	196	49.56%	56	16.42%	17	4.98%	33	9.67%	341
Managing commercial rights relating to sport	40	11.73%	138	40.47%	87	25.51%	25	7.33%	51	14.96%	341
Ensuring the effective selection of teams and representatives	83	24.34%	149	43.70%	61	14.96%	22	6.45%	36	10.56%	341
Co-ordinating and managing sporting teams and tours	84	24.63%	127	37.24%	62	18.18%	25	7.33%	43	12.61%	341
Developing and providing facilities for sport and recreation	94	27.57%	144	42.23%	50	14.66%	13	3.81%	40	11.73%	341
Planning and managing sport events	135	39.59%	153	44.87%	29	8.50%	7	2.05%	17	4.99%	341
Managing the development of sport clubs and networks	106	31.09%	170	49.85%	34	9.97%	8	2.35%	23	6.74%	341





**WORKING IN SPORT -  
CURRENT TRENDS**



The third part of the questionnaire engaged respondents with questions concerning the current trend of the labour market in the sport sector. An array of 14 statements was proposed where respondents were required to express their level of agreement (or disagreement) for each of them through a Likert-scale (*strongly agree, agree, disagree, strongly disagree, do not know*).

Generally speaking (see Table 4), the respondents strongly agree or agree with the majority of the proposed statements, in particular more than 40% of the respondents strongly agree with the statement **“Effective sport governance is important to your organisation”** (44.44% / n=152). The majority disagrees with the statement that **“It is easy to find and recruit people with the right skills to work in your organisation”** (67.25% / n=230 strongly disagree or disagree).

A combination of these two factors can be interpreted as a difficulty to find people that can effectively manage the operations of the organisation or that have the right skills and competences to carry out the required activities. This might represent a barrier preventing sport organisations from recruiting new employees due to the lack of skills available in the labour market from which an organisation recruits its staff (skills shortage).

This argument is further supported by the finding that approximately 86% of the respondents (n=295) believe that **“Sport organisations have become more professional in the recent years”**. In addition, 84.21% of the respondents (n=288) feel that **“in the future there will be a demand for a better qualified workforce operating in sport organisations”**.

Factor analysis<sup>3</sup> revealed a covariance<sup>4</sup> among the following items:

- “There is clear pathway in organisations like yours and clear pathways for progression”
- “Universities/training providers should work more closely with organisations like yours”
- “It is easy to find relevant continuing professional development (CPD) courses related to your job role”
- “New training courses are required to meet the training needs of organisation like yours”

These results that can be seen through the Table 4 (page 28) can be interpreted as follows: respondents believe that **“there is not a clear pathway and career progression within their organisation”** (n=177/52.16%).

This can be related with the fact that **“it is not easy to find continuing professional development (CPD) courses in the sector”** (45.13% / n=153) and so innovative specific training courses that focus on the skills and knowledge seem to be required for the effective running of the organisation.

In this light, universities and training providers are expected to work in close collaboration with the sector employers with a view to developing new training courses.

<sup>3</sup> Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables. Factor analysis searches for joint variations in response to unobserved latent variables.

<sup>4</sup> The covariance is a measure of how much two variables change together.



# TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT?

TABLE 4

TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENT?	Strongly Agree		Agree		Disagree		Strongly Disagree		Do Not Know		Total Valid Answers
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	
Universities/training providers give people skills and competence to work in an organisation like yours	67	19.59%	190	55.56%	66	19.30%	8	2.34%	11	3.22%	342
Sport organisations have become more professional in recent years	98	28.65%	197	57.60%	35	10.23%	7	2.05%	5	1.46%	342
A high level of education is required to work in an organisation like yours	77	22.51%	174	50.88%	77	22.51%	8	2.34%	6	1.75%	342
Demands from national government on sport organisations is increasing	99	28.95%	173	50.58%	40	11.70%	8	2.34%	22	6.43%	342
It is easy to find and recruit people with the right skills to work in your organisation	21	6.14%	82	23.98%	185	54.09%	45	13.16%	9	2.63%	342
In the future there will be demand for better qualified workforce in sport organisations like yours	86	25.15%	202	59.06%	35	10.23%	4	1.17%	15	4.39%	342
Effective sport governance is important to your organisation	152	44.44%	167	48.83%	18	5.26%	2	0.58%	3	0.88%	342
Your organisation employs more people that it did years ago	73	21.35%	113	33.04%	97	28.36%	39	11.40%	20	5.85%	342
You think that the workforce of your organisation will increase over the next two years	56	16.37%	113	33.04%	112	32.75%	34	9.94%	27	7.89%	342
It is easy to find relevant continuing professional development (CPD) courses related to your job role	31	9.14%	138	40.71%	128	37.76%	25	7.37%	17	5.01%	339
New training courses are required to meet the training needs of organisations like yours	92	27.14%	183	53.98%	41	12.09%	7	2.06%	16	4.72%	339
Universities/training providers should work more closely with organisations like yours	96	28.32%	166	48.97%	43	12.68%	14	4.13%	20	5.90%	339
There is a clear career pathway in to organisations like yours and clear pathway for progression	32	9.44%	113	33.33%	151	44.54%	26	7.67%	17	5.01%	339
The educational requirements for working in an organisation like yours are clear	34	9.94%	169	49.42%	109	31.87%	17	4.97%	13	3.80%	342





**S2SPORT**  
Improving Skills for Sport Administration

**WMI**

**SPORT  
ADMINISTRATION:  
DEFINITION AND  
TRENDS IN EUROPE**

---



The definition of "Sport Administration" adopted by the project is the following:

*"Sport Administration embraces the processes and/or activities of running an organisation operating within the sport sector at all levels. It includes a variety of tasks across a wide range of functions in accordance with the purpose and direction of the organisation".*

*More specifically, Sport Administration functions are implemented by all those individuals, both paid and unpaid (volunteers) who work to ensure the effective running of a sports organisation."*

In this light, Sport Administration functions are implemented by individuals, both paid and unpaid (volunteers), who work to ensure the effective running of a sport organisation.

The last part of the questionnaire required respondents to agree or disagree with the proposed definition. Most of the respondents agreed (84.66% / n=287 - Graph 9), and considering the variety of respondents to the survey, it can be cautiously maintained that the conceptual framework is thus suitable for the different typologies of organisations that are reflected in the survey.

From the questionnaire, it appears that 84.66% (n=287) consider that their organisation operates in the field of sport administration as described above (Graph 10). Moreover, 71.09% (n=241) of the respondents consider that their roles/positions fit within the area of sport administration (Graph 11).

Generally, 66.9% of the respondents also consider the definition as appropriate for describing the role of their colleagues. However, the range of the number of colleagues the respondents believed worked in the area of sport administration varied significantly from 1 to 150. The arithmetic mean is 14.92 and the median<sup>5</sup> is 6.

Finally, respondents were required to indicate, on the basis of a list of 16 items, the five main areas of work the colleagues that are considered as working in the sport administration area carry out. All provided items were selected at least once.

However, the items "**Communication**" (n=85), "**Organising competition**" (n=76), "**Organising elite sport**" (n=69) and "**Events management**" (n=65) were the most chosen areas.

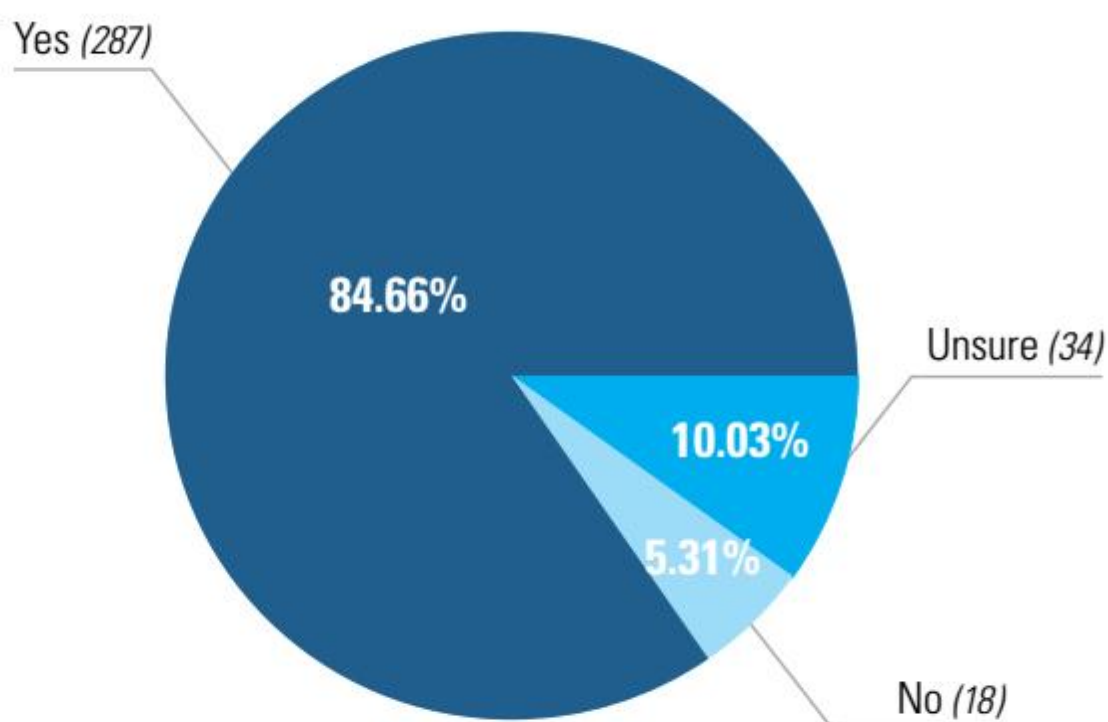
In contrast, "**Facilities management**" (n= 19), "**Human resources**" (n=19) and "**Overseeing rules and regulations in sport**" (n=20) were the least selected.

<sup>5</sup> The median is the number separating the higher half of a data sample from the lower half.

## AGREEMENT WITH THE PROPOSED DEFINITION

GRAPH 9

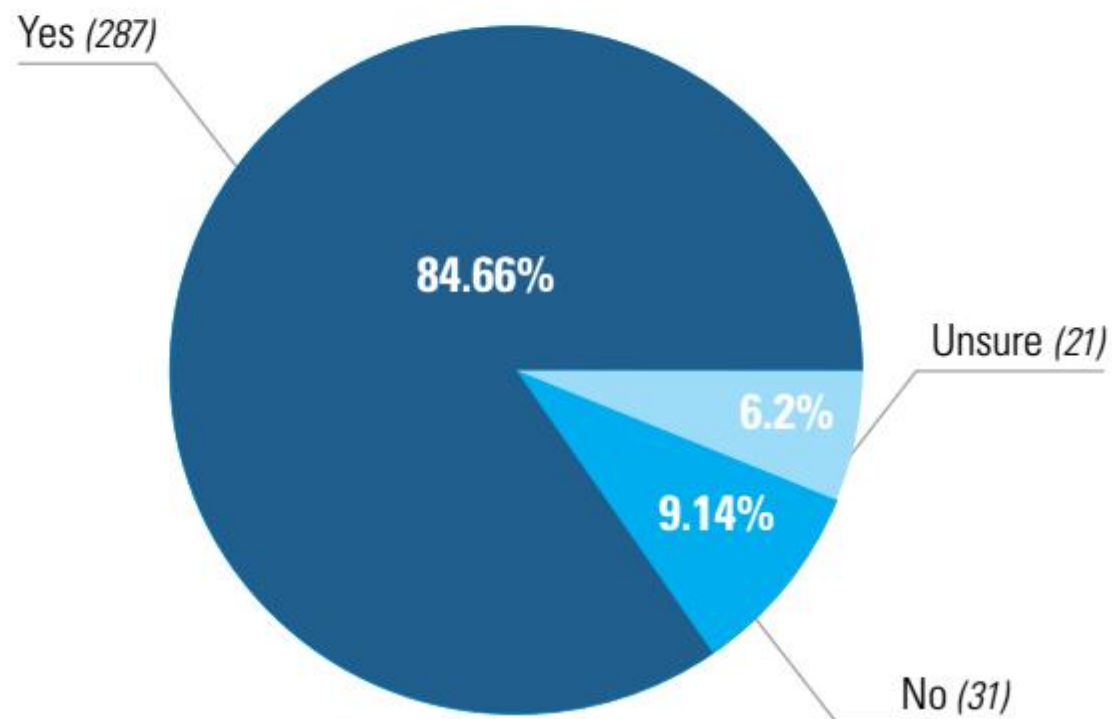
N=339





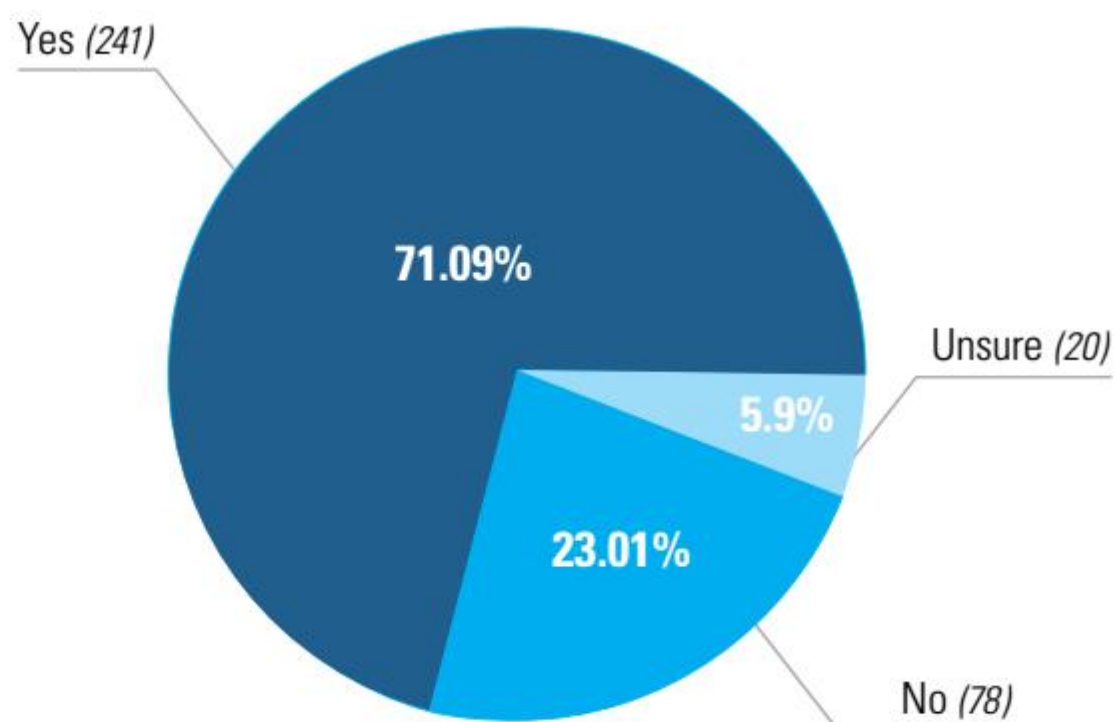
## ORGANISATIONS OPERATING IN THE FIELD OF "SPORT ADMINISTRATION" (AS CONSIDERED BY RESPONDENTS)

GRAPH 10  
N=287



## RESPONDENTS REFERING TO THEMSELVES AS "SPORT ADMINISTRATOR"

GRAPH 11  
N=339





# IX

## CONCLUDING REMARKS

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Sport administration appears to be a strategic domain that needs to be investigated and analysed through scientific and labour market-oriented approaches.

Sport administration functions are crucial for the entire sport system to work effectively and are implemented by individuals, both paid and unpaid (volunteers), who work to ensure the effective running of a sport organisation.

Due to the important function played by individuals operating in the sport administration area, the S2A Sport project has addressed the need to define a range of European occupational standards that reflect the competences, skills and knowledge required to work in sport administration.

The exploratory study carried out by the University of Cassino and Southern Lazio (UNICAS) under the coordination of the European Observatoire of Sport and Employment (EOSE) and with the collaboration of the partners of the S2A Sport project consortium confirmed that, in recent years, sport organisations have been operating across a more complex environment that implies the demand for highly skilled and adaptable employees.

Their capacities to innovate and adapt appear to be crucial elements, especially for those individuals who work to ensure the effective running of a sport organisation, namely the “sport administrators”. Being able to innovate and adapt will make organisations ready to respond to the quick – and, to some extent, unpredictable – changes that the sport sector will face in the coming years.

From this perspective, **a closer collaboration between training providers and the labour market will be decisive in developing a workforce that is responsive to the needs of the sport sector.** This collaboration is expected to be an essential way to increase employability and develop effective skills upgrading paths, and ultimately avoid a waste of human and financial resources among those who have been employed in the sector for some time.

A reflection on recruitment processes is also needed to foster better integration of trained people into the labour market. In the area of sport administration, in particular, **there is a need to improve training providers’ capacities to forecast, anticipate and match skills to labour market needs.**

This includes both matching skills and orientating skills development to existing vacancies as well as future opportunities. It is therefore necessary to design efficient employment, education and training programmes that complement developments in the area.



# ANNEXES

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# S2ASPORT

Improving Skills for Sport Administration



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

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



### WELCOME TO THE EUROPEAN SPORT ORGANISATION SURVEY

#### INTRODUCTION

Dear Sir/ Madam

S2A Sport is a European Commission funded project led by EOSE – the European Observatoire of Sport and Employment and bringing together a partnership of stakeholders including 8 national organisations and 4 panEuropean Associations from 10 different European countries.

This survey of sport organisations in Europe is addressed to organisations and individuals involved in managing, marketing, organising and delivering sport at the local, national or European level. This can include sport federations, National Olympic Committees, other sport associations and agencies, national and regional sport for all organisations, sport clubs, training providers etc.

The European Commission has funded the S2A project through Erasmus+ to look at issues around skills and education for people working in organisations that are responsible for running sport. Sometimes these people are called Sport Administrators – the people responsible for the structure of sport and how it is delivered.

A lot of attention is given to the skills and education of coaches, referees and other sport professionals, but this is the first European project to specifically address workforce development within the key sport organisations responsible for sport.

For a full overview of the S2A Sport project, <http://eose.org/wpcontent/uploads/2016/02/LeafletS2Awebversion.pdf>

Your response is important and will help to define new standards, training and qualifications for people working in sport organisations in Europe who are responsible for managing and running sport. We thank you in advance for taking the time to complete this online questionnaire which is a crucial component of the project.

The questionnaire should take no more than 15 minutes to complete and your responses will be treated anonymously and in confidence.

If you need any assistance with completing the questionnaire, please contact Simone Digennaro (s.digennaro@unicas.it) from the University of Cassino and Southern Lazio who is leading this research activity.

We very much look forward to receiving your response

Yours sincerely,

[The Management Team of the S2A Sport project](#)



# ABOUT YOU

---

1. Name of your organisation\*

.....

2. Position within the organisation\*

.....

3. When did you start working with your organisation?

.....

*Example: 15 December 2012*

4. Gender

*Mark only one square.*

Male

Female

5. Age

*Mark only one square.*

18-30

31-40

41-50

51-60

60+

6. Level of education

*Mark only one square.*

Vocational qualification (EQF L1-L5)

Bachelor's degree (EQF L6)

Master's degree (EQF L7)

PhD (EQF L8)





# ABOUT YOUR ORGANISATION

7. Which of the following best describes your organisation? \*

Mark only one square.

<input type="checkbox"/> Ministry responsible for sport	<input type="checkbox"/> European / International federation	<input type="checkbox"/> National sport body (e.g. Sports Council, National Olympic Committee, Paralympic Committee, Sport Confederation)
<input type="checkbox"/> European Network (umbrella organisation)	<input type="checkbox"/> National sport federation	<input type="checkbox"/> Sport for all / grassroots organisation
<input type="checkbox"/> Local or regional sport body	<input type="checkbox"/> Sport club	<input type="checkbox"/> University/Training provider
<input type="checkbox"/> Other: .....		

8. Please indicate the geographical scope/coverage of your organisation

Mark only one square.

<input type="checkbox"/> Local/regional	<input type="checkbox"/> National	<input type="checkbox"/> European/International
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9. In which country is your organisation based?\*

.....

10. How many people work for your organisation (including paid and unpaid)?

Mark only one square.

<input type="checkbox"/> 1-5	<input type="checkbox"/> 6-10	<input type="checkbox"/> 11-20	<input type="checkbox"/> 21-50	<input type="checkbox"/> 50-100	<input type="checkbox"/> 100+
------------------------------	-------------------------------	--------------------------------	--------------------------------	---------------------------------	-------------------------------

11. What kind of contract do people in your organisation have?

Tick all that apply.

<input type="checkbox"/> Full time (permanent)	<input type="checkbox"/> Full time (fixed-term contract)	<input type="checkbox"/> Part time
<input type="checkbox"/> Voluntary	<input type="checkbox"/> None	

12. Can you provide an indication of the distribution (%) of the different kind of contracts?

(example: full time permanent 50 %, part time 20%, voluntary 30%) - Mark only one square per row.

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Full time (permanent)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Full time (fixed-term contract)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# JOB ROLES IN SPORT ORGANISATIONS

13. How important are the following activities to the success of your organisation? \*

A. MANAGING THE ORGANISATION'S STRATEGIC DIRECTION - Mark only one square per row.

	Essential	Important	Not Important	Not Important at all	Not Applicable
Developing strategic direction for the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with the organisation's board to develop strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving organisational performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing and implementing operational plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing to good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing and managing projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. How important are the following activities to the success of your organisation? \*

B. WORKING WITH AND MANAGING PEOPLE - Mark only one square per row.

	Essential	Important	Not Important	Not Important at all	Not Applicable
Managing other members of staff/volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organising training for other staff/volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. How important are the following activities to the success of your organisation? \*

C. MANAGING RESOURCES - Mark only one square per row.

	Essential	Important	Not Important	Not Important at all	Not Applicable
Carry out administrative duties and offer administrative support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organise meetings, training courses and conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage budgets and fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. How important are the following activities to the success of your organisation? \*

D. MARKETING AND CUSTOMERS - Mark only one square per row.

	Essential	Important	Not Important	Not Important at all	Not Applicable
Undertake marketing activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliver good customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the organisation's public image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage communication and marketing strategy for the sport organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



17. How important are the following activities to the success of your organisation? \*

E. MANAGING AND ORGANISING SPORT - Mark only one square per row.

	Essential	Important	Not Important	Not Important at all	Not Applicable
Build and maintain relationships with European or international sport organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain and help develop the rules and regulations for sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop and sustain the sport organisation's membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence policies and decisions relating to sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain and develop competitions in sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop, maintain and implement policies for antidoping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop, maintain and implement policies for child protection in sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop, maintain and implement policies for equal opportunities and social inclusion in sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage discipline, complaints and appeals in sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage commercial rights relating to sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure the effective selection of teams and representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinate and manage sporting teams and tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop and provide facilities for sport and recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan and manage sport events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage the development of sport clubs and networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





## WORKING IN SPORT – CURRENT TRENDS

18. To what extent do you agree with the following statements? \*

Mark only one square per row.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know
Universities and training providers give people the skills and competence to work in an organisation like yours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sport organisations have become more professional in recent years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A high level of education is required to work in an organisation like yours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demands from national Government on sport organisations is increasing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to find and recruit people with the right skills to work in your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In the future there will be a demand for a better qualified workforce operating in sport organisations like yours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective sport governance is important to your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your organisation employs more people that it did three years ago	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You think the workforce of your organisation will increase over the next two years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to find relevant continuing professional development (CPD) courses related to your job role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New training courses are required to meet the training needs of organisations like yours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Universities/ training providers should work more closely with organisations like yours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a clear career pathway in to organisations like yours and clear pathways for progression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The educational requirements for working in an organisation like yours are clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





# SPORT ADMINISTRATION

The S2A project uses the term "Sport Administration" to refer to people working in sport organisations like yours, and aims to define the standards and develop Training for Sport Administrators. Therefore we would like to know your understanding of this term.

19. Do you agree with the following definition of Sport Administration? \*

*Sport Administration embraces the processes and/or activities of running an organisation operating within the sport sector at all levels. It includes a variety of tasks across a wide range of functions in accordance with the purpose and direction of the organisation. More specifically, Sport Administration functions are implemented by all those individuals, both paid and unpaid (volunteers) who work to ensure the effective running of a sport organisation. - Mark only one square.*

Yes
  No
  Unsure

20. Do you consider that your organisation operates in the field of "Sport Administration"? \*

*Mark only one square.*

Yes
  No
  Unsure

21. Do you refer to yourself as a "Sport Administrator"? \*

*Mark only one square.*

Yes
  No
  Unsure

22. Do you think that other colleagues from your organisation are Sport Administrators? \*

*Mark only one square.*

Yes
  No  
*Skip to question 26*
 Unsure  
*Skip to question 26*

23. What is the approximate number of your colleagues you would describe as sport administrators?

.....

24. Please can you indicate the five main areas of work these people are working in (select maximum of 5 areas)

*Tick all that apply.*

<input type="checkbox"/> Business Development	<input type="checkbox"/> Club Development	<input type="checkbox"/> Communications	<input type="checkbox"/> Education
<input type="checkbox"/> Events Management	<input type="checkbox"/> Facilities Management	<input type="checkbox"/> Finance	<input type="checkbox"/> Governance
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Marketing	<input type="checkbox"/> Membership Services	<input type="checkbox"/> Organising Competitions
<input type="checkbox"/> Organising Elite Sport	<input type="checkbox"/> Overseeing Rules & Regulations in Sport	<input type="checkbox"/> Organising Sport for All/Participation	<input type="checkbox"/> Volunteer Management



25. To what extent do you agree that people operating in the area of sport administration in your organisation:  
*Mark only one square per row.*

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know
Have the right skills and competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the right level of education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have clear functions and roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Influence the policy and the strategy of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a role in the governance of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## FOLLOW UP AND CONTACT DETAILS

26. Please let us know if you would like to be kept informed about the study and/or be contacted again for further analysis of your responses: \*

*Mark only one square.*

- Yes, I would like to be kept informed about the outcomes of the survey and future developments with the project
- Yes, I am happy to be contacted again for further analysis of my responses
- No thank you, I do not want to be kept informed or contacted again

This study has been funded with support from the European Commission. This questionnaire reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained in.

## CONTACT DETAILS

If you would like to be kept informed or are happy to be contacted again, please provide your contact details:

27. First Name

.....

28. Family Name

.....

29. Telephone (++/)

.....

30. Email address

.....



# S2A PARTNERSHIP



**FRANCE**  
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**BULGARIA**  
National Sport Academy "Vassil Levski"



**DENMARK**  
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**FINLAND**  
Sport Institute of Finland



**FRANCE**  
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**THE NETHERLANDS**  
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