Dear Members and Friends,

As President of EOSE, I have great pleasure in introducing the Annual Report which officially outlines the activities carried out in 2014, and highlights the continuing programmes and organisational developments which will shape EOSE in the coming years.

EOSE celebrated its 10th anniversary in December 2012 and we can be proud of what we have been able to achieve all together since the launch of the VOCASPORT project in 2003. The publication of the first ever EOSE book in June 2014 gathering a series of articles and contributions came has a culmination of this celebration. As a collective effort, it highlighted the diversity of vision, culture and conception within the sport and active leisure sector across Europe and points out the significant growth, potential and main challenges facing the sector.

It also underlines the main opportunities created by the European policies in the field of sport, skills development and qualification framework development to improve the relationship between education and employment and ensure the development of a competent workforce for the sector (both paid-staff and volunteers).

This book can be considered as a flagship for it truly embraced the spirit of cooperation which animates EOSE and I would like to express a warm thank you to all contributors and authors who have made it possible.

Yet not only did we manage to have a critical look backwards and upwards, EOSE was also involved during the same period within further fruitful reflection and actions in the sector. The two recent Studies in which EOSE was engaged are for example potentially paving the ways for new opportunities.

The final report of the Feasibility Study on Learning Mobility in Sport (conducted in 2013 and funded by the European Commission) has indeed provided clear evidence of a considerable latent interest and demand from the sector (mainly due to low level of awareness of the opportunities offered by EU funded programmes) as well as many tracks for future cooperation. It is now in our hands, all of us, to explore these opportunities, create the conditions for sport to benefit more from them, to increase the level of take up in the sector, and to maximise the added value of learning mobility through and for the sector.

Indeed, we believe that immense benefits will flow to sport if it can adopt a culture of learning mobility and we will keep on advocating for it. The engagement of sport in learning mobility needs to be given a new impetus, capitalising on the increased profile of mobility generated both by the launch of Erasmus+ itself and the significant interest generated through this Feasibility Study!

On the other hand, the still on-going (closing end of December 2014) Feasibility Study on Setting-Up a European Sector Skills Council for Sport - lead by EOSE in a consortium partnership with the social dialogue group (EASE and UNI-Europa Sport) and the support of SkillsActive UK and funded by the European Commission - is also opening new perspectives for the whole sector. Its main objective is to explore with the whole sport and active leisure sector whether there is DEMAND for the setting-up of a European Sector Skills Council (ESSC) and whether the sector has the CAPABILITY and CAPACITY to establish one.

With this study, the sport and active leisure sector is given the opportunity to take its place as a sector of relevance while joining other major ones considered as leaders in this initiative (Textiles and Leather, Commerce and Construction for example)! We strongly believe that this may forge a new momentum for the sector while providing more and better information about the skills situation for the sector while providing more and better information about the skills situation for the sector.
As you will discover through this report, the number and range of activities and projects carried out in 2014 is quite significant and the delivery of this work would not have been feasible without the strong commitment and support of all the members of EOSE.

At this stage, I would like to express a warm thank you to the EOSE National Ambassadors whose role and dedication had been crucial in ensuring a high level of engagement with key stakeholders in each country towards the implementation of the 7 Step Model and the recognised success of the VSPORT+ project culminating towards the implementation of vision, culture and conception within the sport and active leisure sector across Europe.

EOSE aims with this enlargement to better cope with the challenges and opportunities ahead for the sport and active leisure sector’s development while embracing as much as possible the diversity of vision, culture and conception within the sport and active leisure sector across Europe.

The arrival of two new members in our board brings indeed a major enrichment for EOSE as modern organisations need plurality of thinking in their board. With 2 elected women - Mairit Pellinen and Vima Cingiene- and 3 elected men – Jean-Louis Gouju, Gino Schiavone and myself I am delighted that we seek to respect two major good governance rules namely gender equity and cultural balance in the board of our European association.

This is my chance to pay a tribute to Stephen Studd, whose position as Executive Board Member in the capacity of Past President has come to an end (2 years), and Elena Malikova, who was elected as a member of the Executive Board in 2012 but endorsed earlier this year new challenges in Slovakia and had therefore to withdraw from her position in EOSE Board. A special praise shall be given to Stephen, whose role in the Board since 2006 and as past president over the last two years has been priceless for the development and recognition of EOSE as an expert organisation in the field of education and employment.

We are now more than ever looking forward to sustain and strengthen the cooperation with all of you to further tackle the education and employment challenges of the sector and to pursue our vision of a sport and active leisure sector playing its full part in the economic, health and social development of Europe and Member States.

I sincerely thank all of you for your active support and contribution over the past years and look forward to collaborating with you in future activities.

I believe this framework we have been developing over the last few years should be converted into a tangible legacy to produce the workforce the sector deserves and which will ensure the sector can deliver its potential in the coming years.

The time is now!

Thierry Zintz
EOSE President
OUR MEMBERS

BELGIUM
BULGARIA
CYPRUS
PORTUGAL
SLOVAKIA
SPAIN
UK

FINLAND
FRANCE
FRANCE
UK
UK
UK

GREECE
HUNGARY
ITALY
IRELAND
ITALY

LATVIA
LITHUANIA
LITHUANIA
ITALY

MALTA
PORTUGAL

SUPPORTED BY
European Commission, Directorate-General Employment and Social Affairs
European Commission, Directorate-General Education and Culture
European Social Fund.

PARTNER ORGANISATIONS

VIERUMÄKI
GAREF SPOR
UNIVERSITY OF Nicosia
INSEP
SkillsActive
University of Chester

SLOVAKIA
BULGARIA
CYPUS
PORTUGAL
SLOVAKIA
SPAIN
UK

EUROPEAN PROGRAMME FOR SPORTS AND RECREATION INVESTMENT (EPSRI)
FNEID

EUROPEAN COMMISSION, DIRECTORATE-GENERAL EMPLOYMENT AND SOCIAL AFFAIRS
EUROPEAN COMMISSION, DIRECTORATE-GENERAL EDUCATION AND CULTURE
EUROPEAN SOCIAL FUND.
**VSPORT+ INTERNATIONAL CONFERENCE IN WEMBLEY STADIUM**

Probably the most successful EOSE event so far, the conference took place on 24th and 25th of February 2014 in the prestigious Wembley Stadium in London and gathered 64 participants from 20 countries.

Entitled “Developing skills and mobility pathways: a key for sport to contribute to Europe’s growth and development” the conference was the final closing event of the VSPORT+ project and built upon one simple pillar: the valorisation of the innovative 7 Step Model (or Lifelong Learning Strategy for the Sport and Active Leisure sector).

Through a mix of plenary sessions and round table discussions, participants were given the opportunity to explore together different pathways to build synergies and explore possible bridges between the worlds of education and employment in sport.

Transcending the cultural barriers, the conference concluded with a pragmatic call for action endorsed by all the participants who agreed the crucial need to encourage the implementation of the 7 Step Model across Europe and to seek for a new level of cooperation between the worlds of education and work in sport.

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May it be a catalyst for change!

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**THE FIRST EVER EOSE BOOK**

After a long period of anticipation, EOSE was delighted to introduce its first ever book entitled “Sport: linking education, training and employment in Europe – an EOSE network perspective” and published in July 2014 by the Presses Universitaires de Louvain.

The book represents a collective effort and gathers a series of articles and contributions marking the special occasion of the 10th year anniversary of EOSE. The content provides information about the creation and development of EOSE, a summary of the main activities carried out since 2002 and highlights the main challenges facing the sector in terms of Education and Employment.

Special attention has also been given to the European tools and policies linked to the EOSE mission. The publication received an official support from three key stakeholders which are Mrs. Androulla VASSILIOU, Mr Joachim James CALLEJA and Mrs Claudia BOKEL who provided insightful forewords. Our wish is for this book to be used and referred to by all our national members, ambassadors, partners, and contributors.

Get in touch with EOSE Secretariat to request a copy.

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**LAUNCH OF NEW WEBSITE: A PROPER WINDOW TO EUROPEAN ISSUES AND INITIATIVES IN THE SPORT AND ACTIVE LEISURE SECTOR RELATED TO EDUCATION AND EMPLOYMENT**

Officially launched on the 14\textsuperscript{th} of May 2014, the new EOSE website has been structured to respond to the expectations from members and to ensure all visitors can easily find expected information about EOSE, the challenges of the sport and active leisure sector in Europe in terms of education and employment, project activities, latest policy developments, news and publications etc.

This new communication tool gathers extensive content including a well-developed Resources area providing the opportunity to search, access and download relevant and useful information and latest documents about EOSE and/or the Sport and Active Leisure with special attention to education and employment issues. It was designed to provide relevant information to all sort of visitors such as individuals, National Sport Bodies (National Olympic/Paralympic Committees, Sport Confederations), International and National Sport Federations, Ministries responsible for sport and/or education, European Networks, Universities, Training Providers, Social Partners etc.

May it be a catalyst for change!

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WHO ARE WE?

In 2002, the European Observatoire of Sport and Employment (EOSE) registered in France as a not for profit association and its network is now composed of organisations that share a common interest in sport and physical activity and mainly in skills and workforce development.

In June 2012, following a unanimous decision taken by members during the General Assembly 2011, the EOSE Executive Board took the step to implement this resolution and supported the establishment of EOSE Services to work as a sister organisation to EOSE and to create a core team shared between the two legal entities.

It was decided that this organisation should be established in the UK as a company limited by guarantee (non-profit) and linked to EOSE by a Memorandum of Understanding (MoU) that would give the EOSE Board an appropriate level of control over its activities.

The purpose of the new Company is to support EOSE to expand its income away from its dependence on EU non-profit contracts, to diversify the range of activities and to enable a small core team to be maintained to provide sustainability, continuity and support to the organisation and its Members.

BACKGROUND

In 2002, the European Observatoire of Sport and Employment (EOSE) registered in France as a not for profit association and its network is now composed of organisations that share a common interest in sport and physical activity and mainly in skills and workforce development.

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VISION AND EXPERTISE

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

The scope of EOSE is understood to cover the whole Sport and Active Leisure sector including the Outdoors and Fitness.

EOSE is a technical and expert independent not-for-profit organisation with specialist knowledge and expertise in the sport and active leisure sector, labour market and Vocational Education and Training policy.

EOSE has a track record of leading and delivering European funded projects which draw on the expertise of its members and staff. These projects have enabled EOSE to carry out various activities and develop expertise in the corresponding specific areas:

- Research and Methodologies
- Occupational Standards
- Project management
- Education and Training
- Collaborative networks

EOSE activity responds to the fact that it is becoming more and more important for the sport policy makers, the sport industry and the training providers of each country to have a better understanding of the real needs of the labour market and also changes affecting that market.
Rationale

Potential of the Sector

Sport is ingrained across all communities, affecting a large percentage of the population, and is used to address wider European and Government agendas including health, social inclusion, regeneration and education. This has been showcased in different studies and is officially recognised by key institutions at all levels e.g. World Health Organisation, the European Union, and United Nations.

Moreover, the Council of the EU has recently identified sport as a tool to tackle youth unemployment directly as an employer and indirectly as a developer of skills and competencies in young people.

It is also worth reflecting on the size and potential of the sport and active leisure sector in Europe. Out of 505 million citizens, 61% take part in physical activity at least once a week and 41%, which amounts to some 200 million people.

There are 700,000 sport associations in Europe and sport makes up on average 1.6% of Gross Domestic Product of Member States. Concerning the labour market, around 1.5 million people are employed in the sector and 35 million citizens actively involved as volunteers.

Moreover and according to a recent study commissioned by the European Commission, the share of sport in European value added is considered as comparable to the share of agriculture, forestry, and fishing sectors combined.

We believe at EOSE that if the sector is to meet its challenges and impact positively on these wider agendas, it is imperative that those working and volunteering in sport are equipped with the necessary skills and knowledge through fit for purpose qualifications.

Indeed it is a people-facing sector, where the engagement of others, whether this is at the grass roots or high performance end of the spectrum, is paramount to its success. The diagram on the left page (Fig. 1) illustrates the contribution sport makes to society and it is clear that education, training and employment play a major role in that aspiration.

Indeed, the development of fit for purpose qualifications and training aligned with expectations and realities from the labour market will enhance the sector chances to meet its potential and positively impact on the economy (e.g. tourism, employment), health (e.g. participation) and social dimension (e.g. integration) of a nation and the European Union as a whole.

The Need for Change: Realities and Challenges of the Sector

But the reality is different. In analysing Vocational Education and Training (VET) in the European Union, EOSE and its members were in the position not only to highlight the complexities that exist within the sport and active leisure sector but also the main barriers and realities that need to be considered if the sector is to achieve its recognised potential for positively affecting individuals and communities.

As the sector grows across the European Union, employers / sport organisations are often seeking well trained employees / volunteers able to match the requirements of more demanding customers and participants.

Overall, there is a recognised widening gap between the competencies required by sport employers and those held by prospective employees and volunteers. Furthermore, a clear career structure showing how to enter and progress through the sector is lacking in sport. This would indeed greatly benefit the sector and will enhance the chances to attract people, describe career progressions and give graduates a better opportunity to find employment in the sector.

Moreover, in different parts of Europe, the sector is moving from its voluntary sector or state-led roots to a mixed economy of public, private and voluntary organisations offering new services and increasing opportunities for paid employment.

However, historically in many countries, sport training has often been aimed at the needs of volunteers, of which there are many million in the sport sector, so developing courses relevant and attractive to both paid and unpaid workers is a challenge to education providers and the sport federations. The identified lack of communication and co-operation between the different stakeholders of such a fragmented sector also provides a challenge for putting in place a coherent and high quality vocational education and training system.

Last but not least, sport is also being challenged by the implementation of the European Qualification Framework (EQF) and the impact this is having on National Qualification systems.

Traditionally, sport training has sat outside the national qualification structure in many countries and, as European countries put new qualifications systems in place, sport needs to respond and engage with these developments to keep pace with other sectors.

Overall, sport and active leisure needs to have a co-ordinated response to education and training if it is to fulfil its potential and develop a competent workforce.
Recent European developments in education and training in sport have been influenced by policy and initiatives at the European level in sport, in vocational education and training (VET) and in employment. But the sport and active leisure sector is not a well-defined or universally recognised sector, therefore ensuring that developments in the sector are in line with European policies increases the possibility for the sector to be taken seriously as an important and significant sector which is at the forefront of implementing VET initiatives at the European level.

Linked to EU directives and initiatives can give the sport sector greater recognition and has been instrumental in implementing through EOSE a series of European funded projects over the past ten years. Indeed, EOSE has always considered as very important to ensure the development of innovative activities and tools directly linked with the priorities included within the Education, Employment and Sport Policies to give the sport and active leisure sector legitimacy and also to increase the possibility to be taken seriously as an important and significant sector at the forefront of implementing initiatives at the EU level.

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The Strategy responds to the main challenges facing the sector in terms of education and employment entitled “Lifelong Learning Strategy for the whole Sport and Active Leisure sector” and also known as the “7 Step Model”.

This strategy has then been tested and amended through a series of European projects and is therefore flexible enough to be used by a wide range of stakeholders in the fields of both sport and education. Indeed, the model can be utilised as a set of tools and a reference point to achieve a variety of education or employment objectives and also to develop an organisation’s role in the sector.

In 2014, through the VSPORT+ project, EOSE developed in 2009, through the EQF-Sport project, a first version of a co-ordinated response to the main challenges facing the sector in terms of education and employment entitled “Lifelong Learning Strategy for the whole Sport and Active Leisure sector” and also known as the “7 Step Model”.

Figure 5: European Policies targeted through EOSE work

The Lifelong Learning Strategy for Sport as an answer

The Lifelong Learning Strategy for Sport is the main outcome of ten years of work for EOSE at the centre of vocational education and training in sport at the European level.

The Strategy responds to the challenges of the sport sector and aligns with EU policy on education and the modern VET reforms such as the European Qualifications Framework (EQF).

The Strategy has been tested in sub-sectors and sports, including health and fitness and golf, and disseminated and exploited at the national level. EOSE is confident that the Strategy can positively impact on the supply of education and training for the sector and improve the skills and competence of the workforce.

Ultimately this will allow the sector to realise its potential and achieve success in both the world of sport and also in the areas where sport can make such an impact such as social inclusion and the economy.

Indeed, the model has been recognised by many actors of the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.

One of the key parts of the 7 Step Model is in fact the development of industry-led occupational standards specifying the standards of performance that people are expected to achieve in their work, and the knowledge and skills they need to perform effectively. Overall, the 7 Step Model has been mainly produced in order to:

- Understand and anticipate realities, changes and future skills needs of the labour market;
- Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET);
- Promote a transparent and flexible education and training system with clear learning and career pathways;
- Engage main stakeholders from the sector;
- Facilitate the link between the worlds of education and employment;
- Match education and training to the needs of the labour market;
- Equip the workforce with the right skills and competences through fit for purpose qualifications and courses;
- Facilitate the economic growth and social impact of the sector;
- Improve the recognition of competences and qualifications;
- Support mobility, transparency and mutual trust of qualification.

EOSE developed in 2009, through the EQF-Sport project, a first version of a co-ordinated response to the main challenges facing the sector in terms of education and employment entitled “Lifelong Learning Strategy for the whole Sport and Active Leisure sector” and also known as the “7 Step Model”.

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It is important to ensure the development of industry-led occupational standards specifying the standards of performance that people are expected to achieve in their work, and the knowledge and skills they need to perform effectively. Overall, the 7 Step Model has been mainly produced in order to:

- Understand and anticipate realities, changes and future skills needs of the labour market;
- Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET);
- Promote a transparent and flexible education and training system with clear learning and career pathways;
- Engage main stakeholders from the sector;
- Facilitate the link between the worlds of education and employment;
- Match education and training to the needs of the labour market;
- Equip the workforce with the right skills and competences through fit for purpose qualifications and courses;
- Facilitate the economic growth and social impact of the sector;
- Improve the recognition of competences and qualifications;
- Support mobility, transparency and mutual trust of qualification.

Furthermore, an important aspect of the 7 Step Model is the understanding and anticipation of realities, changes and future skills needs of the labour market. The model has been mainly produced in order to:

1. Understand and anticipate realities, changes and future skills needs of the labour market;
2. Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET);
3. Promote a transparent and flexible education and training system with clear learning and career pathways;
4. Engage main stakeholders from the sector;
5. Facilitate the link between the worlds of education and employment;
6. Match education and training to the needs of the labour market;
7. Equip the workforce with the right skills and competences through fit for purpose qualifications and courses.

Indeed, the model has been recognised by many actors of the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.
EOSE and EOSE Services are set up to work with and on behalf its members and partners, in their mission to promote and support the development of the paid and unpaid workforce that are essential to the future success of the sector.

EOSE seeks to position itself and its members at the centre of Vocational Education and Training (VET) policy developments in Europe and to be seen as an expert organisation recognised as such by the European Commission.

Indeed, EOSE has a track record of leading and delivering European funded projects and international activities which draw on the expertise of its members and staff.

EOSE has been actively involved in the development of European project proposals and participated as promoter and/or partner in several European activities in 2014.

The section below lists and briefly introduces the European Projects conducted by EOSE during that period of time as "PROMOTER" or "INITIATOR/LEADER".
EOSE has been active in the field of sport and education for over 10 years and the VSPORT+ project was one of the most extensive and ambitious project in our history.

Indeed, the project provided the opportunity to make a real impact at the national level within 12 different European countries (thanks to the active collaboration of National Ambassadors from Belgium, Bulgaria, Cyprus, Finland, France, Hungary, Italy, Latvia, Malta, Slovakia, Spain and UK) and for the first time to engage with countries from outside the European Union (Australia and New Zealand).

The VSPORT+ project gave the opportunity to carry out a range of valorisation activities at all levels to disseminate and encourage the implementation of the 7 Step Model to reach a maximum of targeted stakeholders.

The goal was to raise awareness, communicate, promote, present, encourage and support the transfer and implementation of the Lifelong Learning Strategy (also known as the 7 Step Model) within current vocational education and training systems to encourage changes and modernisation.

Throughout the activities carried out by Ambassadors and by the promoter, the 7 Step Model was praised for what it really is: a flexible approach/framework/roadmap for action rather than a one size fit all model. Not surprisingly, the VSPORT+ Final Conference (Wembley Stadium, London, 24th and 25th of February 2014) concluded with a pragmatic call for action endorsed by all the participants who agreed the crucial need to seek for a new level of cooperation between the worlds of education and work in and for the sport and active leisure sector in Europe.

The final objective was to support the concept of a qualified and competent workforce through fit for purpose training and qualifications aligned with the expectations and realities of the labour market.

The overall conclusion is that the model can provide a valuable tool in the journey towards a competent workforce in sport in Europe. This was also underlined by the very positive assessment from the European Commission.
SUCCESS FOR SPORT ADMINISTRATORS

A NEW TRAINING PROGRAMME FOR SPORT ADMINISTRATORS IN MALTA

Full Title: SUCCESS - “Capacity building programme for Sport Administrators”

Funded under: European Social Fund – Malta – Operational Programme III – Cohesion Policy 2007-2013

Duration: 18 months (01-01-2013 to 30-06-2014)

Promoter: KMS (Kunsill Malti Ghall-iSport)

Key partner: EOSE (European Observatoire of Sport and Employment)

Promoter: KMS (Kunsill Malti Ghall-Sport)

The rationale of this innovative project is linked to the fact that sport organisations, mainly sport clubs and federations, express an urgent need to enhance their level of effectiveness through the involvement of well trained employees/volunteers able to match their expectations and the requirements of more demanding customers and participants.

Therefore the project focuses on the role of KMS “Sport Administrators” generally responsible for carrying out organisational tasks across a wide range of functions in accordance with the strategy and policies set by management, boards and committees.

The ESF project, led by the Malta Sport Council (KMS), has the ambition to implement the innovative 7 Step Model in Malta to provide a mechanism to define the work based competences expected for those acting as Sport Administrators, to specify the standards of performance they are expected to achieve in their work, the knowledge and skills they need to perform effectively and from these to develop and deliver a fit for purpose training programme matching the need and expectations from the sector.

This innovative programme will be a Continuing Professional Development Award Level 5 in Public Service Sports Administration and the first training session will be carried out in 2015 for 100 participants identified by KMS. Furthermore the project aims to provide the opportunity to 40 students to benefit from a week of learning mobility abroad.

Such project should strengthen the institutional and administrative capacity of KMS in its roles of regulator and provider of services in the Sport and Active leisure sector to support local sports from grassroots to elite level, as a means of promoting social cohesion.

EOSE specific tasks in the project can be summarised as follow:

- Desk research for existing training programmes, good practices and occupational standards
- Consult the potential candidates of the training programme to better understand their profile, background, needs and expectations
- Develop a Functional Map and detailed Competence Framework for Sport Administrators
- Create training material and specifications (LO, assessment strategies, teaching methods, etc)
- Identify lecturers from EOSE Members
- Support the building and delivery of the training programme.

FEASIBILITY STUDY ON POSSIBLE FUTURE MOBILITY MEASURES FOR SPORT IN THE EU

Full Title: Feasibility Study on possible future mobility measures for sport in the EU

Funded under: Call for tender by the Directorate-General for Education and Culture (DG EAC) to carry out a feasibility study on possible future mobility measures for sport in the EU.

Duration: 11 months from 28/02/2013 to 31/01/2014

Consortium:
- Université catholique de Louvain (UCL)
- European Observatoire of Sport and Employment (EOSE)
- Sport and Citizenship

The Consortium was appointed by the Sport Unit of the Directorate-General Education and Culture (DG EAC) to carry out a feasibility study on possible future mobility measures for sport in the EU.

The feasibility study aimed to analyse current learning mobility opportunities in sport and then make detailed recommendations to help the EC to determine whether funding of sport learning mobility measures at the European level is necessary in future EU funding programmes.

The Study focused specifically on the needs and opportunities for non-professional athletes, coaches, staff and volunteers of non for profit sport organisations to participate in EU mobility programmes.

The first step was to analyse the current situation concerning access to learning mobility for people in key roles in sport within the current EU mobility Programmes for education and youth.

Research identified good practice both inside and outside of the sector and assess the obstacles and barriers faced in the sport sector.

An analysis of the potential benefits, needs and expectations of learning mobility for the sport sector was carried out followed by a large consultation with representatives of networks, organisations and experts active in the sector at both the European and national level.

The objective was to examine if the sector understands the benefits and potential of learning mobility and...
WHAT DO WE DO?

whether it thinks it is necessary to facilitate this for key people.

The Study then sought to identify the preferred routes and options to support this mobility in order to maximise access for people from the sport sector (e.g. how should opportunities be structured, for what duration, budget, process etc).

A consultation workshop gathering main European Sport organisations was organised in October 2013 with the objective to test main conclusions and start developing the set of recommendations that were submitted to the European Commission in November 2013. The final step in the work plan was to manage an analysis of the new EU programme for Education, Training, Youth and Sport “Erasmus for All” and the new “Citizenship Europe” programme, which started in early 2014, to assess if the measures correspond to the needs and expectations expressed by the sport sector.

As part of the detailed set of recommendations provided, criteria and options on how the funding might be established, organised and structured were put forward.

The Consortium has been appointed by the Directorate-General Employment and Social Affairs to carry out a feasibility study to explore with the whole sport and active leisure sector whether there is a NEED and DEMAND for an ESSC and whether there is the CAPABILITY and CAPACITY to establish one.

The feasibility study aims:

- To explore the potential for the creation of an ESSC that could support the development of the Sector, and especially its workforce, at both a national and European level.

A WIDE CONSULTATION TO ASSESS THE SECTOR’S NEED, WILLINGNESS AND CAPACITY TO ENSURE THE ESTABLISHMENT OF SUCH A MECHANISM FOR THE SECTOR

The feasibility study aims:

- To explore the potential for the creation of an ESSC that could support the development of the Sector, and especially its workforce, at both a national and European level.

Key Info

Full Title:
ESSC-SPORT – FEASIBILITY OF SETTING UP A EUROPEAN SECTOR COUNCIL ON SKILLS AND EMPLOYMENT FOR THE SPORT AND ACTIVE LEISURE SECTOR

Funded under:
Call for tender by the Directorate-General Employment and Social Affairs

Duration:
12 months from 19/12/2013 to 18/12/2014

Consortium:
- European Observatoire of Sport and Employment (EOSE)
- European Association of Sport Employers (EASE)
- UNI-EUROPA
- SkillsActive
- WOS

To launch a mapping and feasibility exploratory phase to assess the value added and willingness of creating an EU Sector Skills Council for the Sport and Active Leisure sector.

With this study, the sport and active leisure sector is given the opportunity to take its place as a sector of relevance while joining other major ones considered as leaders in this initiative (Textiles & Leather, Commerce and Construction for example).

Note: The concept of European Sector Skills Councils (also named European Sector Council on Employment and Skills) has been promoted by the European Commission with a view to acquiring a deeper understanding of skill needs at sectoral level.

The Commission supports the creation of European Sector Skills Councils which have the main objectives to propose a mechanism to tackle the sector’s workforce challenges, to develop a clear picture of the size and skills of the workforce in the sector through consistent Labour Market Information and to support a dialogue between education and employment at a national and European level.

Available Outputs

- ESSC-Sport Leaflet
- ESSC-Sport e-bulletin
- ESSC-Sport European Consultation workshop report
- ESSC-Sport final report (after validation from the EC)

More information about the project including all the outputs available on:
www.eose.org/our_work/feasibility-study-on-possible-future-mobility-measures-for-sport-in-the-eu/
Building upon the results of the Feasibility Study conducted in 2013 (more info page 21 of this report), EOSE decided to take it to the next level while developing specific activities towards exploring, promoting and supporting the concept of learning mobility within the sport and active leisure sector.

As part of its Work Plan 2014, a special promotional online leaflet based on infographics was brought to life. This brand new tool will help EOSE to inform, demonstrate and promote to the whole sport sector the concept and opportunities of learning mobility.

Note: These double page is meant to offer you a first taste of the Infographics, visit the dedicated webpage at www.eose.org to see it all.

WHAT IS LEARNING MOBILITY?

Learning mobility occurs when an individual moves to a country other than their country of residence, in order to undertake study, training or other learning, including apprenticeships and non-formal learning, or teaching or participating in a transnational professional development activity. The objective of such experiences is to allow individuals to acquire new skills that will strengthen their future employability as well as their personal development.

Who in the sector can take part to Learning Mobility?

The full report of the study is available on www.eose.org, which gathered a total of 447 answers. The following Infographics has been developed by EOSE as an effort to support the concept of learning mobility within the sport and active leisure sector.

Note: All the information contain therein is based on the results from the work carried out in 2013 as part of the feasibility study on possible future mobility measures for sport in the EU, awarded by the Sport Unit of the Directorate-General Education and Culture (DG EAC) to a consortium composed of the European Observatory of Sport and Employment (EOSE) and Sport and Citizenship (S&C).
WHAT DO WE DO?

In the continuity of the past 3 years, EOSE has conducted many activities in 2014 thanks to the high level of involvement of its network of members, the dedication of its Board members and the work of its staff.

The main objective for the EOSE 2014 Work Plan was to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the European and national level in the sectors.

Therefore each activity undertaken was meant to serve as solid groundwork that strengthens the foundations of EOSE work, helps meeting the Sector’s challenges and contributes running projects - as lead expert organisation supporting the implementation of EU VET policies in the Sport and Active Leisure sector.

EOSE ACTIVITIES AND MEETINGS IN 2014

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THE ACTIVITIES CARRIED-OUT IN 2014 CAN BE DIVIDED INTO 3 MAIN CATEGORIES

1. Internal organisational and managerial meetings
2. Networking and awareness raising activities
3. Knowledge and expertise sharing activities

2014 AT A GLANCE

39 EVENTS
20 Attended
19 Organised
13 Countries visited

INTERNAL ORGANISATIONAL MEETINGS

Internal face to face meetings were run to create dynamism within the organisation, encourage exchanges of good practice and ideas between board members and members and also to strengthen the network, and to discuss and develop a strategic plan outlining priorities for future work.

These internal events gave also the opportunity to develop ideas for new transnational EU funded projects, to provide updates on current work as well as to enhance the capacity and effectiveness of EOSE.

BOARD MEETINGS

Ensuring the leadership and governance of the organisation

Lyon: 16th – 17th April 2014
Brussels: 11th July 2014
Brussels: 22nd-23rd December 2014

The leadership of the organisation is ensured by the EOSE Executive Board composed of the President, Treasurer, Secretary General and two extra Board Members.

During Executive Board Meetings, detailed financial updates are presented, latest progresses toward current EU projects and/or International contracts given, potential opportunities for future work and/or collaborations discussed, participation to events/conference decided, and strategic decisions on the development of the organisation taken.

Overall Board Members are charged with representing EOSE within European events and expert groups, and ensuring a strong and efficient relationship with the decision makers but also creating an efficient atmosphere and synergies within the organisation, realising regular up-dates of the state of achievement of the work undertaken (time and budget) by EOSE and EOSE Services and being reactive to manage eventual obstacles and difficulties.

WORKING MEETING IN FINLAND

Promoting the 7 Step Model and testing Learning Mobility

Vierumäki (Finland), 4-6 August 2014

The objective of this national visit was to be able to meet with various stakeholders from the sport and active leisure in Finland, to better understand the national challenges, priorities and opportunities around education and training in sport and to introduce the work and latest developments carried out by EOSE.

The visit was organised in Vierumäki and hosted by EOSE Member, the Sport Institute of Finland, alongside the 10th International Seminar for PE Teachers.

A specific round table was organised and gathered Principal Jukka Leivo from the Sport Institute of Finland, Director Matti Kauppinen from Haaga-Helia Vierumäki Unit, Senior Advisor Hannu Tolonen from the Ministry of Education and Culture, Executive Director Aurelien Favre from EOSE, Adult
education director Pertti Pohjola from Sport Institute of Finland, Maarit Pellinen international co-ordinator at Haaga Helia and Sport Institute of Finland, and Principal Lecturer Kari Puronaho from Haaga-Helia Vierumäki Unit.

Aurélien Favre, EOSE Executive Director, had the opportunity to present EOSE but more important to consult with those stakeholders on the potential concept of a European Sector Skills Council and on the issues around learning mobility in the sector. He also used this occasion to officially introduce the first EOSE book to Senior Advisor Hannu Tolonen from the Finnish Ministry of Education and Culture.

Last but not least, this visit gave the possibility to meet with the three French Students from the University of Lyon who were doing a three months internship at the Sport Institute of Finland as Tennis Instructor, High Rope Animator, and Canoeing Animator. Indeed, EOSE put in place this first ever mobility of students in the DELUST Outdoors programme (vocational program delivered by the University of Lyon – EQF Level 5) and so it was important to be able to assess the strengths and weaknesses of such process.

The tutors of the students were also met individually and interviewed to monitor their level of satisfaction and agree ways of improvement for the future.

On the 13th and 14th of November 2014, the EOSE Annual Members Seminar was held in Madrid, Spain alongside the GA.

Hosted by the FNEID and involving the entire EOSE membership, the seminar provided a platform to look upward together and share experience regarding the newly implemented EU funds with EOSE being a catalyst for discussion.

Furthermore, the gathering of the network of members facilitated the opportunity to exchange and discuss further developments, priorities, collaborations and activities in the field of Education and Training in the Sport and Active Leisure sector.

Special attention was given to collate concrete expectations and suggestions from members regarding the development of EOSE and helping to set our priorities for future projects and activities.

The focus of the event was to propose a Capacity Building activity for EOSE members especially regarding the situation surrounding European Sport and Vocational Educational and Training, realities, opportunities and challenges, current and future European policies and initiatives, the relationship to the work of EOSE and the role of the network member.

These issues were addressed through discussions with a European view but also to encompass the work of network members at a national level and strengthen the spirit of cooperation.

Specific tips on the methodology to be used to develop and write a high quality application for a transnational project were provided to the participants as well as an awareness raising activity on the different type of funds available.

Furthermore, a significant part of the seminar was devoted to exploring few potential journey for the future of EOSE, including the concept of the European Sector Skills Council and the benefits and challenges it brings ahead for the sport and active leisure sector; the legacy of the Learning Mobility Study and how to take forward the related recommendations; the development of training programmes and delivery of training (EOSE Academy concept).
WHAT DO WE DO?

REGIONAL MEMBERSHIP DEVELOPMENT WORKSHOP
Towards new horizons for the membership: facilitating and encouraging exchanges and cooperation
Riga (Latvia), 27th November 2014

With the objective to attract and grow the membership of EOSE as well as to provide room for new collaboration both between member organisations but also between members and other organisations involved in VET development for the sport sector, EOSE included in its 2014 Work Plan specific regional workshop.

The main idea behind the concept is that the workshop should both allow to present EOSE and its activities to potential new members but also explore paths for collaboration.

On the 27th of November 2014, organisations from Estonia, Lithuania, Latvia, Germany and Croatia were invited to take part to the Nordic Europe Membership Development Workshop organised both by the Latvian, Lithuanian and Finnish members of EOSE.

Carole Ponchon, EOSE PR and Project Manager chaired the event with the priceless help of Vilma Cingiene, acting as newly elected Executive Board Member, and Juris Grant acting as host of the event. Together they presented the mission and main activities of EOSE, and the benefits of being a member of the association.

Positive feedback was received from all participants and it is expected that their organisations may join the membership in 2015.

NATIONAL 7 STEP MODEL IMPLEMENTATION ROUNDTABLE
Testing the concept of National Sector Skills Partnership
Helsinki (Finland), 10th December 2014

With the objective to build upon the momentum of the YSPORT+ project activities and to ensure in the mid and long term a successful transfer and implementation of the 7 Step Model, EOSE included in its Work Plan 2014 an opportunity for its members (who previously expressed interest on this) to act as National Ambassador of EOSE and the 7 Step Model to impact existing education and training systems in the sector.

The concept of the National Round Table was very flexible and aimed at giving room to discuss, present and work on to encourage the use of the 7 Step Model as a process to make the change the sector need.

Organised on the 10th of December 2014 in Helsinki, the Finnish round table gathered 7 national representatives as well as Aurélien Favre, EOSE Executive Director and Mairit Pellinen, acting as newly elected Executive Board Member.

The objective of the event was to present the main challenges of the sport sector in Europe in terms of education and training; to briefly introduce main EU Policies around education, employment and sport, identify potential routes for collaboration and synergies and more specifically to exchange on a new opportunity: the setting up of a European Sector Skills Council.

ENGSO YOUTH YOUNG DELEGATE MEETING
Raising awareness and spreading the word of EOSE while forging strategic partnership
Berlin (Germany), 1st-2nd February 2014

On 1st and 2nd of February 2014 was held in Berlin the first ever meeting of ENGSO Youth young delegates. Coming from all over Europe and from various organisations and background, the delegates were gathered to meet and get to know each other as well as to exchange, explore and define some pathways for collaboration.

As Vincent Van Gogh once said, “Great things are not done by impulse, but by a series of small things brought together”.

This first meeting was undoubtedly a small thing which will hopefully lead to many others.

Carole Ponchon, PR & Projects manager attended the event as representative of EOSE and had the opportunity to introduce more about the organisation and provide feedback on ENGSO Youth new initiative on “Youth employability through sport”.

A specific article can be found on: www.eose.org/2014/02/its-all-about-the-people/
On the 4th of February 2014, the world of sport came to Brussels on the special occasion of the Sport InfoDay devoted to the long awaited Sport Chapter of the Erasmus+ Programme.

More than 45 countries were represented, with more than 600 participants registered and some thousands more watching the event live.

Meant to equip participants with a deep understanding of the Erasmus+ programme - “a programme serving policies” as described by Yves Le Lestecque, Head of the Sport Unit - the event was also an opportunity for priceless networking.

Aurelien Favre, Executive Director and Carole Ponchon, PR & Projects Manager attended the event as representative of EOSE and had the opportunity to exchange with key stakeholders and forging alliance to work on the main education and training challenges of the Sport and Active Leisure sector, advocating for a “skills development” approach.

In the context of the VSPORT+ conference organised in the prestigious Wembley Stadium, specific discussions with the European Handball Federation and European Aquatics were organised with the objective to provide them with general information about the 7 Step Model, its expected benefits and main reasons for implementing it.

The aim was to offer them fit-for-purpose and tailor made communication, explanation and support to ease their understanding of the challenges and needs and to identify ideas and working hypothesis for the development of adapted proposals for further collaboration.

A specific article on the VSPORT+ conference can be found on: http://eose.org/2014/02/highlights-from-the-vsport-conference/
The event gathered ENGO (European Sport Organisations) members and invited stakeholders to showcase an overview of ENGO’s activities in 2013 and early 2014.

Strategic keynote speakers provided an overview on the political and economic context in which sport is playing together with other sectors. As usual, plenty of room was given for networking and exchanging opportunities.

ESCO MEETING
Contributing to shaping the classification of European Skills, Competences, Qualifications and Occupation for the sport and active leisure sector

Brussels (Belgium), 30th June - 1st July 2014

At the suggestion of Bart Ooijen from the Sport Unit DGAE, EOSE through his former Board Member Stephen Studd applied and was accepted as an expert to join the ESCO reference group on “Arts, Entertainment and Recreation” in early 2013. EOSE was represented by Carole Ponchon, PR & Project Manager, who made a specific presentation at the ENGO Youth special meeting on “Employment and Employability” but also had strategic discussion with ENGO Policy Officer, Herdi Pekkola regarding the possibility to have a joint project under the Sport Chapter as well as the Head of the Sport Unit, Yves Le Lostëcque.

The aim of the ESCO project is to create a map/database that will eventually cover all Sectors and all Occupations in Europe.

The database will underpin a range of "tools" to be used by the Employment Services across the EU to help the unemployed and young people to find employment and to choose the right qualifications. This database will be built by "volunteer" experts selected from Sectors by the Commission who will develop 3 Pillars of information.

On the occasion of this meeting a small group of 4 people have been appointed to "represent" the sport and active leisure sector and they redrew the occupational map and began work on defining occupational descriptors to be uploaded into the database.

Uniquely in the sector, these are the only occupational standards to have been consulted upon at a European level. Subsequently, Stephen Studd -attending as mandated expert on behalf EOSE- was asked to prepare occupational descriptors for facility managers, operational staff (attendants, lifeguards, stewards, groundstaff), organisation managers (sports administrators) and officials.

These drafts were submitted at the end of November. The representative from the European Coaching Council will provide descriptors for coaching and EC-CE for the outdoor occupations.

General, presented the EOSE book to the Maltese Minister of Education, Hon Evardt Bartolo, and to the parliamentary secretary of Sport, Hon Chris Agius. Gino used this opportunity to briefly present the significance of this book and the main mission of EOSE. Both Hon Bartolo and Hon Agius thanked Mr Schiavone for presenting the book and were highly appreciative about EOSE work in the field of sport. Hon Bartolo also acknowledged on this occasion the importance of the 7 Step Model and its use to bring the link closer between education, training and employment. He took this opportunity to express his support to the ESE project for Sports Administrators using the 7 Step Model to be held in the country.

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the future of sport and physical activities. The 2014 edition entitled “Open City – Active City” and held in Rome, 16-19 October, was another great sound-box!

The event gathered around 250 participants and opened thematic session meant to enable cross-sector collaboration to create real change and get more people active in cities around the world.

Innovative approaches and tools gave it a special taste and allowed participants to be truly pro-active.

Carole Ponchon, PR and Project Manager, represented EOSE and had the opportunity, together with Simone Digennaro, representative of EOSE’s Italian member, to have a work meeting with UISP as well as other key stakeholders of the Sport for All movement to further promote the 7 Step Model and its potential implementation in this specific sphere of the sport and active leisure sector.

Ben Gittus, Director of Standards, represented EOSE and had the opportunity to give a presentation at the Working group on “Coordination and commitment – How to work together to reach end-users” based on the 7 Step Model and the importance of sectors in translating the European tools for use by end users.

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It is part of EOSE’s DNA to be a proactive contributor to EU funded projects lead by other organisations with the aim to learn from others as part of a lifelong learning process and exchange of good practices as well as to support the implementation of EU VET policies in the Sport and Active Leisure sector acting as independent and objective facilitator and leader in skills development in the Sector.

While taking part in a project, our end goal is always to facilitate or be a catalyst for skills development initiatives in the sport and active leisure sector building upon the team’s experience in project management, recommendations development and on the 7 Step Model approach.

EOSE is therefore in a position to act:

- As an Adviser – providing advice to members and partners on the preparation of workforce development strategies and project proposals;
- As a Partner – leading or adding additional support and expertise to national and European/International projects;
- As a Networker – using its networks to expand the reach and impact of project work and as a means of identifying, disseminating and sharing best practice;
- As a Facilitator – supporting exchanges between key stakeholders in the worlds of employment and education, undertaking research and detailed technical consultation.

In the following section you will find complete presentation of the projects in which EOSE has been active as a partner in 2014.

### Projects as Partner

#### ELF – ELEARNING FITNESS

The eLearning Fitness project, also called eLF, was a three year project funded by the Directorate-General Education, Audiovisual and Culture of the European Commission under the Lifelong Learning Programme.

The Health Fitness sector continues to grow in Europe and must be prepared to meet the challenges in the field of education and employment in order to both achieve its potential and impact positively on European and National agendas (e.g. health, economic growth). All those working in the sector must be equipped with the necessary skills/competencies to perform in the labour market.

The objective of the eLF project was to work towards two main developments which are:

- a European e-Learning platform with content based on the European occupational standards for fitness instructors and personal trainers to cover the theory (knowledge) and the practical skills and competencies;
- a pilot national register for professional fitness instructors who meet those minimum standards.

A major impact of the project was supposed to be the development of a more professional level of fitness instructors and personal trainers, who meet the European occupational standards for fitness instructor and personal trainer occupations.

Further information about the project and working progress available on: www.elearningfitness.eu
ADVOCATE AND EDUCATE SOCIAL PARTNERS AND STAKEHOLDERS IN THE FITNESS SECTOR TO ENABLE PEOPLE WITH DISABILITIES TO PARTICIPATE

**UFIT - UNIVERSAL FITNESS INCLUSION TRAINING**

Justification for the project comes from the reality that people with disabilities are three times less likely to be physically active and twice as likely to be obese than the able bodied population.

The objectives of the project are:

- To foster cooperation between VET and the world of work;
- To make VET more responsive to labour market needs and supportive of inclusive growth;
- To improve sectoral identification and anticipation of skill and competence needs and their integration in VET provision;
- To promote integration of learning with working.

In addition the project will launch a European Awareness and Education Campaign to be used in wide-scale dissemination activities across the social partner and stakeholder mix of VET Trainers, Employers, Employees, and Representative Bodies.

As a result of this project, more fitness instructors will be equipped with the skills necessary to work with people with disabilities and more workplaces will cater for their inclusion.

Resources will be tailored to ensure fitness professionals are equipped with the skills necessary to work with people with disabilities in fitness clubs.

**SEY - SPORT EMPLOYS YOEUROPE!**

The project represents European wide initiatives that promote youth-employment in and through the sport sector and highlights the transferable skills that sport can develop.

It foresees several actions to raise awareness on opportunities of employment for young people across Europe:

- Questionnaire on skills acquired in sports;
- Seminar “Sport Employs YOUrope - Recognise non formal education in sport to fight youth unemployment” in Rome/Italy, 1st to 5th of October 2014;
- National youth-led campaigns on non-formal education in sports as a tool to fight youth unemployment, 10th October 2014 to 31st of January 2015;
- Tool kit to support national project actions.

This one year project aims to better understand and promote the role of sport in developing employability and to explore sport as a sector of employment for young people.

**EOSE role**

Advise on developed tools;
Be a force of proposition for the dissemination and the campaign.

Further information about the project and working progress available on: www.youth-sport.net
ZOOM ON
EOSE COMMUNICATION

Bearing in mind the EOSE vision and mission, a dedicated communication strategy (following a complete follow-up of an audit of existing tools as well as a global reflection on the users’ experience) was developed in 2013 to support the implementation of the EOSE Priorities 2013-2015. The strategy had the goal to ensure that the main objectives and latest achievements from EOSE, including also all outcomes from previous projects, can be properly disseminated and that a coherent process to encourage the transfer and implementation of these outputs at all levels can be put in place by EOSE team and Network.

Alongside the renewed EOSE’s visual identity (back in 2013), meant to make the organisation’s communication more attractive and dynamic, several tools were developed or strengthened in 2014 with the aim to formulate a blueprint to ensure common, consistent and coherent activities reaching and impacting targeted stakeholders at the sectoral, European, National, regional and local levels.

E-BULLETIN

// EVERY 2 MONTHS a SPECIAL INSIGHT INTO EOSE WORLD: a tool to communicate on the activities of EOSE, members and partners across Europe, to inform people about latest developments and good practices, to disseminate link with key documents and highlight main events in the sector

// Key figures: 6 EDITIONS sent in 2014 to a GROWING DATABASE of contact (+ 10.7% of subscribers in one year [Sept 2013 – Sept 2014])

// A SPECIAL SUMMER EDITION on the innovative concept of European Sector Skills Council

WEBSITE

// Areshaped homepage to ensure interactivity, showcase EOSE’s mission statement.
// NEW STRUCTURE to ensure whoever is visiting the website (regardless of their knowledge of EOSE, the VET, as well as their cultural background) can easily find information.
// INTERACTIVITY THROUGH SOCIAL MEDIA: links to EOSE accounts & sharing tools.
// HARMONISATION with other communication tools.
// SPECIAL EMPHASIS ON OUR EXPERTISE
// EASY ACCESS TO A EUROPEAN RESOURCES CENTRE introducing the key stakeholders and their role as well as gathering the work they lead having an impact in the field of sport, education and employment

// Key figures since the launch in May 2014: 3816 individual users, 12793 pages seen, average of 2:41 min per session.

WWW.EOSE.ORG

European Library

Sign-up
ZOOM ON EOSE COMMUNICATION

SOCIAL MEDIA

BOOK

THE FIRST EVER PUBLISHED EOSE BOOK

// A COLLECTIVE EFFORT: 16 contributors and authors from 11 European countries
// A SERIES OF ARTICLES AND CONTRIBUTIONS aiming to provide information about the creation and development of the organisation, a summary of the principle achievements and activities carried out by EOSE since 2002 but also to highlight the main challenges facing the sector in terms of Education and Employment
// Key figures: 168 pages, 3 forewords, 9 chapters/articles, 300 hard copies printed and disseminated across Europe.

@EOSE_skills
EOSE - European Observatoire of Sport and Employment

ACTIVE on TWITTER & LINKEDIN

EASY AND FAST BROWSING INFORMATION about EOSE’s activities and relevant news and articles of the sector
MEANT TO RAISE THE PROFILE OF EOSE AND EXPAND ITS SPHERE OF INFLUENCE
DEBATE WITH HIGH LEVEL STAKEHOLDERS, for example participation to the live tweet on Erasmus with the Commissioner Vassiliou on the 5th of February 2014
Key figures: +126% of subscribers on LinkedIn in one year (Sept. 2013 – Sept 2014); +170% of followers on Twitter in one year (Sept. 2013 – Sept 2014).

Request a copy
The organisation chart of EOSE has evolved through the past years with the enlarging and widening of the scope and remit of the association.

The structure of the organisation summarised through the diagram was developed to ensure the most efficient leading of the activities carried out and based on different levels of responsibilities corresponding to a specific division of tasks.

A full description of the role and mission of each component of the diagram above was given within the 2012 activity report and further details can also be found on www.eose.org.
THE WORKFORCE BEHIND EOSE

Constitution of the Executive Board

President
Thierry Zintz
Nominated by CMOS
Elected: GA 2013 for 2 years

Secretary General
Gino Schiavone
Nominated by ITS
Elected: GA 2013 for 2 years

Treasurer
Jean-Louis Gouju
Nominated by GAREF Sport
Elected: GA 2013 for 2 years

Member of the Board
Vilma Cingiene
Nominated by MRU
Elected: GA 2014 for 2 years

Member of the Board
Elena Malikova
Nominated by Slavia
Elected: GA 2012 for 2 years
Note: Withdrew in April 2014

Member of the Board
Mairit Pellinen
Nominated by SIF
Elected: GA 2014 for 2 years

Member of the Board
Stephen Studd
Past President for 2 years
Note: Until GA 2014

Constitution of the Operational Team

Through the income generated by the activity, a core team has been established and maintain to support the delivery of EU funded project work for EOSE and it is available to members, international partners and other organisations.

The core team of EOSE is composed of the following staff:

Aurélien Favre
EOSE Executive Director
aurelien.favre@eose.org

Carole Ponchon
EOSE PR & Project Manager
carole.ponchon@eose.org

Ben Gittus
EOSE Director of Standards
ben.gittus@eose.org

Stephen Studd
EOSE Director of Development
stephen.studd@eose.org

EOSE is truly a membership organisation composed of national expert organisations that recognise the importance of qualifications and training for the Sport and Active Leisure sector and are committed to leading and facilitating their modernisation in the context of the policies and commitments of the European Union and its Member States.

Members of EOSE are entirely part of the organisation and the goal is to try to involve as much as possible members in relevant activities and European projects/studies. They represent a wide range of stakeholders.

More info about the Team including full list of Associates Ambassadors available on: www.eose.org
EOSE success is mainly based on its capability to run and take part in EU funded projects. In 2013 (latest validated budget) the income categories were as followed:

- **EU Grants**: 96.8%
- **Membership Fees**: 2.4%
- **Reimbursement**: 0.8%
- **Other Incomes**: 0.1%

**Annual Balance**

- 2003: €3,684
- 2007: €86,274
- 2011: €233,163
- 2014 (Foreseen): €244,776
- 2007: €290,000

www.eose.org
BECOME A MEMBER OR A WORK PARTNER

EOSE is an international organisation working towards the development of the sport and active leisure sector. Expert in building bridges between the worlds of education and employment, EOSE aims at ensuring the development of a competent workforce with the right skills through a wide network of members and partners.

We are working to provide a range of services and activities based on the combined expertise of our two entities (The European Observatoire of Sport and Employment and EOSE Services).

WHY BECOMING A MEMBER?

1. Get access to a wide network and database

2. Increase your legitimacy while being member of a recognised stakeholder at EU level

3. Receive the latest news from the sector and updates on EU policies

4. Benefit from a prime access to EOSE EU funded projects

5. Build upon EOSE recognised expertise in projects management

6. Get tailor-made information on potential EU funding

7. Contribute to the development of a structured approach to screen and anticipate the sector’s needs

8. Be involved in data collection and collaborative publication

9. Take part in the sector development and support our work

10. Contribute to shaping EOSE’s future while making your voice heard at the GA
WHY BECOMING A MEMBER?

Statements from supporters

“As Chair of the IOC Athletes Commission, I endorse the mission of EOSE. Indeed “facilitating and supporting the development of the sport and active leisure sector workforce, in bringing education and employment, 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” is a mission that all responsible in sport should support.”

Claudia Bokel, Chair of the IOC Athletes Commission

“Celebrating the first ten years of EOSE exposes the accumulated knowledge-based, networks and projects: the ‘observatoire’ has managed to produce among so many interested and active stakeholders. In EOSE’s conference you are expected to meet University professors, officials from the European Commission, Olympic games’ medallists, leaders from European, Australian and New Zealander sport and leisure federations and organisations, senior managers from national sport organisations, government representatives, training providers, teachers and lecturers from vocational colleges.”

Dr Joachim James Callens, Director of CEDEFOP

Statements from members

“The interest of government and stakeholders towards Labour Market Information and skills development can be initiated through some momentum. In Lithuania, this momentum was created via the VOCASPORT study in 2003-2004. This may seems long ago but the interest was further exploited then through National study and I am grateful for the continuous opportunity provided by EOSE to keep the debate alive”.

Vilma Cingiene, Professor at the Mykolas Romers University and newly elected EOSE Executive Board Member

“The National Round table organized in Rome (12th December 2013), as part of the VSPORT+ project, has represented a milestone for the Italian sport sector. For the first time, a group of interested stakeholders – National Sport Federations, Universities, Sport Clubs, Local Authorities, Social partners etc. – have met and discussed about concrete actions to be developed in the sport and active leisure sector with the aim to link education and employment in an organized and strategic way. As main outcome, an informal network was established and is now operating as a reference group that is able to support and advise on policy concerning education and labour market.”

Simone Digenarro, Grant Researcher, University of Cassino and Southern Lazio

HOW TO JOIN AND SUPPORT US

We are proud to have official Members representing a wide variety of stakeholders (from training providers to sport institutes to the sport movement, social partners and governments) involved all over Europe (currently in 16 EU countries: Belgium, Bulgaria, Cyprus, France, Finland, Greece, Hungary, Italy, Ireland, Latvia, Lithuania, Malta, Portugal, Slovakia, Spain, UK) as well as on-going discussion with organisations from Croatia, Denmark, Estonia, Germany, the Netherlands and Sweden.

Each organisation wishing to become an EOSE Member shall first send an expression of interest to the Secretariat:

By post: EOSE Secretariat, 1 Grande rue des Feuillants, 69001 Lyon, France

Should you not see yourself as a member, we are still looking forward to hear from you! Indeed beside the work we lead with our members, we are also running activities and projects with and/or on behalf work partners.

Keep in mind that EOSE –together with its sister organisation, EOSE Services– is working to provide a range of services and activities based on their combined expertise to act:

- As an Adviser – providing advice to members and partners on the preparation of workforce development strategies and project proposals;
- As a Partner – leading or adding additional support and expertise to national and European/International projects;
- As a Networker – using its networks to expand the reach and impact of project work and as a means of identifying, disseminating and sharing best practice;
- As a Facilitator – supporting exchanges between key stakeholders in the worlds of employment and education, undertaking research and detailed technical consultation;
- As a Consultancy – commissioned to undertake a range of services and provide expert support in a range of specialist areas.

THEREFORE LET’S EXCHANGE AND EXPLORE TOGETHER HOW WE COULD COLLABORATE