# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>BACKGROUND AND CONTEXT</td>
<td>4</td>
</tr>
<tr>
<td>II</td>
<td>INTRODUCTION TO OCCUPATIONAL MAP</td>
<td>7</td>
</tr>
<tr>
<td>III</td>
<td>THE SPORT SECTOR</td>
<td>9</td>
</tr>
<tr>
<td>IV</td>
<td>SPORT ADMINISTRATION</td>
<td>13</td>
</tr>
<tr>
<td>V</td>
<td>MAIN TYPES OF ORGANISATION</td>
<td>15</td>
</tr>
<tr>
<td>VI</td>
<td>MAPPING THE WORKFORCE</td>
<td>19</td>
</tr>
<tr>
<td>VII</td>
<td>POTENTIAL FOR CLASSIFICATION OF JOB TITLES/POSITIONS</td>
<td>22</td>
</tr>
<tr>
<td>VIII</td>
<td>SKILLS AND COMPETENCES FOR SPORT ADMINISTRATION</td>
<td>25</td>
</tr>
<tr>
<td>IX</td>
<td>ENTRY, TRAINING AND PROGRESSION IN SPORT ADMINISTRATION</td>
<td>29</td>
</tr>
<tr>
<td>X</td>
<td>CURRENT TRENDS AND ANTICIPATED CHANGES IN THE SECTOR</td>
<td>31</td>
</tr>
<tr>
<td>XI</td>
<td>CONCLUSION</td>
<td>36</td>
</tr>
</tbody>
</table>

This document is part of a series of outputs that can be read in conjunction with each other or as standalone documents, this is document 2 of the series.
BACKGROUND AND CONTEXT

Note: This section is common to all documents produced for the S2A Sport project.
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

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.
The S2A Sport project implemented the innovative Lifelong Learning Strategy for Sport, known as the “7 Step Model”.

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.

INTRODUCTION TO OCCUPATIONAL MAP

STEP 2 OF THE EOSE 7 STEP MODEL
This occupational map was produced for the S2A Sport project, described in the introduction, which aimed to improve the skills of sport administrators working in paid or voluntary roles in the delivery of sport.

An occupational map is a report describing the main features and characteristics of an industry or sector, it contributes to the context and background for the development of occupational standards and education and training strategies. An occupational map provides a concise overview of a sector and increases understanding by collating key information, including:

- The key occupations and job roles
- The wider contribution of the sector
- The background, history and purpose of the sector/sub-sector/sport
- The organisation or structure of the sector
- The types of occupations and job roles in the sector
- People working in the sector
- Trends and challenges affecting the workforce
- Education and qualifications
- Opportunities for career progression

The occupational map provides a frame of reference for sport administration and discusses the main types of organisation, job roles and the characteristics of the workforce.
THE SPORT SECTOR
According to the Council of Europe (1993), sport can be defined as: “all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.”

The sport sector has been defined as follows: “a group of varied activities and services ranging from organised competition within clubs as a means of training and education, to the events put on by professional sportspeople, leisure sporting pursuits practiced for pleasure or fitness purposes, and the use of sports to boost social integration of population groups in difficult circumstances.”

These definitions show the difference between the concept of “sport” and the sport sector as a group of activities managed by people working paid or unpaid to develop and deliver sport.

Sport is a people-facing sector, where the engagement of others, whether this is at the grassroots or high performance end of the spectrum, is paramount to its success. Sport is embedded within all communities, affecting a large percentage of the population, and is increasingly used to address wider European and Government agendas including health, social inclusion, regeneration and education.

Sport participants can range from well-known professional athletes to those who return to sport after a long period of inactivity. Participants can come from all sections of society, and different groups, such as women, disabled people, seniors and ethnic minorities, are sometimes targeted to increase participation in sport. There is also a wide diversity in the expectations and motivations of participants, and these can include health, fitness and social engagement as well as the desire to achieve sporting success.

It is worth reflecting on the size and potential of the sport sector in Europe. Out of 505 million citizens, 41% exercise or play sport at least once a week, although this will vary between countries. There are 700,000 sport organisations 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 are actively involved as volunteers.

In different parts of Europe, the sector is evolving from its voluntary sector or state-led roots to a mixed economy of public, private and voluntary organisations offering a growing range of services with increasing expectations from participants and governments alike.

There are a further range of drivers facilitating the evolution of the sector, including links to the health sector to control obesity in the population, to cater to an aging population, and to put a spotlight on governance issues within international sport organisations.

The diagram below illustrates the contribution sport makes to society and the impact on wider aspects of society. As can be seen in this diagram, education and employment will always play a great role in the extent to which sport can play a part in economic, health and social outcomes.

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3 Special Eurobarometer Survey on Sport and Physical Activity, March 2014.
SPORT AND PHYSICAL ACTIVITY SECTOR

SKILLS AND WORKFORCE DEVELOPMENT STRATEGY

HEALTH
Active citizens

EDUCATION
Innovative learning

EMPLOYMENT
Jobs creation

COMMUNITY DEVELOPMENT
Civic engagement

SOCIAL INCLUSION
Mutual understanding
This section has shown the size and scope of the sport sector and the diversity and motivations of its participants. The impact sport can have on wider sectors and policy areas is also clear. Sport is a sector of significance; it is therefore vital that the sector is managed effectively. That is the focus of the sport administration.

In addition to players, coaches, officials and facility managers, sport will only succeed and continue to flourish if the people responsible for organising and managing sport are effective in their role. This is why the analysis and development of skills and competences for sport administrators is so important.

**Sport policy in the EU**

Sport as a policy area has been developing at the European level over a number of years. As a starting point, the Lisbon Treaty (2008)\(^4\) accorded the European Union a formal soft competence in the field of sport for the first time. The Treaty provided for the EU to support, coordinate and complement the efforts of Member States, but did not allow it to adopt legislation specifically relating to sport. This was an important step forward for the sport sector in terms of potential for recognition and funding.

The European Commission issued a White Paper on Sport\(^5\) in July 2007 and this, along with its accompanying action plan, subsequently formed the basis of EU action. The White Paper examined sport’s societal role, its economic dimension and its organisation. This has become the accepted structure for EU level activities and discussion among stakeholders and the EU institutions.

Following various actions in the years since 2007 and the adoption of the new EU Work Plan for Sport\(^6\), the European Commission has set up five new expert groups to look at particular areas related to sports policy. These current expert groups will focus on the following areas:

- Human Resource Management in Sport, which deals with education, training, employment and volunteering in sport
- Economic dimension, which is working on the economic benefits of sport, the legacy of major sport events and the sustainable financing of sport
- Good governance, which is focusing on protecting and safeguarding minors, promoting good governance principles and gender equality
- Health-Enhancing Physical Activity (HEPA), which is aiming at promoting physical activity at all levels and encouraging physical education in schools
- Match-fixing, which is dealing with the prevention of and fight against match-fixing

All of these policy areas are relevant to sport administration. The actions of sport administrators will determine the success of the sector in these areas, making the analysis and development of their competences an important activity at the European level.

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Running sport is a complex business. Recent years have seen increased public investment in sport and a greater need for accountability. Interest in sport is continually high, even more so around the time of major events. Sport administrators are therefore responsible for making sure sports organisations, events and programmes are run efficiently and effectively.

The impact of sport and its importance as a new policy context for the European Union further strengthen the need for the development of sport administration.

Therefore, it is vital that the proper structures, management and operational systems are in place for the effective functioning of sport at all levels – this is the core role of sport administration.

Given the importance of sport administrators, it is perhaps surprising that this part of the sport sector has not been studied systematically before now. As a result, there is no common and agreed definition of sport administration.

Sport administration has been defined within the S2A Sport project as follows:

“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.”

This definition was developed by the S2A Sport project partners, who bring a wealth of experience in the sector from across the EU to the project.

In the labour market information study carried out for the project, 84% of respondents supported this definition of sport administration, with the majority of respondents coming from national, EU and international sport federations.

Having defined sport administration, and its place in the wider sport industry, the following sections focus on sport organisations and the characteristics of the workforce.
MAIN TYPES OF ORGANISATION
Sport administration is an extremely diverse sector, with a wide variety of remits for sport organisations that operate in this area and a difference in the size of organisations from very few or even no paid staff to a paid workforce of several hundred. One way to classify sport organisations can be by geographic scope, which can range from local or regional to national organisations and those with the greatest scope at the European and international level.

In this part of the occupational map it is important to refer to the organisations in which sport administrators or people delivering sport administration activities are involved as paid staff or volunteers. It is useful here to describe some of the main types of organisations in the sport administration sector:

### MINISTRY RESPONSIBLE FOR SPORT

All countries in Europe have a government ministry with a responsibility for sport. Sport is normally one responsibility of the ministry alongside others, which in different countries can include education, health, culture, tourism or youth affairs.

Ministries responsible for sport will determine the political and strategic framework for sport in their country and can legislate on matters affecting sport. Ministries responsible for sport can determine legislation or broad strategic direction for a whole range of sport policy areas including sport education, elite sport funding, increasing participation, anti-doping, and major events.

Each ministry will have a number of civil servants working in the sport policy area. The size of the ministry and the size of the workforce may depend on whether the work programme is carried out directly by the ministry, or delegated to a number of government funded organisations to deliver on government policy.

### EUROPEAN / INTERNATIONAL FEDERATION

Every sport is “governed” by national federations working within international federations. In most sports there is a European federation, this organisation normally works closely with an international (global) federation and will have a membership made up of national federations.

European federations have differing responsibilities among different sports. The most common activity is organising competitions at the European level, both between clubs and between member countries.

Other responsibilities will include negotiating commercial rights, promotion of the sport, education, communication, and political lobbying at the European level. An example of such an organisation would be Tennis Europe, which is a partner in the S2A Sport project.

### EUROPEAN/ INTERNATIONAL NETWORK

(Umbrella Organisation)

A large range of European network organisations exist, employing a broad range of sport administrators.

EOSE is an example of an EU network organisation in the field of sport education and employment. An umbrella organisation has members or a network of partners from the sector it represents.

Organisations focus on a particular topic in sport and work to improve the conditions in that area across Europe. This type of organisation can also include Non-Governmental Organisations (NGOs) working in the sector and covering the broader area of physical activity promotion done in parallel to government initiatives by larger (umbrella) sport and physical activity organisations. They are also engaged in capacity building for their members and partners from the sector.

Other examples include the International Sport and Culture Association (ISCA – also operating globally) and European Federation of Company Sport (EFCS) – both partners in the S2A Sport project.
NATIONAL SPORT FEDERATION

In all countries in Europe, and indeed the world, individual sports are run by national federations, also sometimes known as national governing bodies (NGBs).

A key characteristic of sport federations is that they are, by history, democratic in structure, representative of and serving the participants and clubs in their sport, for which they traditionally provide the rules, regulations and competitive (or participation) structure. Accountability for the proper running of the sport runs down to the membership and up to the International Federations.

National federations vary massively in size. Often the size of the federation is linked to the popularity of the sport it represents. Federations range in size from those representing large sports in large countries with hundreds of staff and a multimillion-pound turnover to bodies representing small sports that may have few, if any, paid staff and rely heavily on volunteers.

Many federations are characterised by volunteer leadership. Elected officers provide the leadership for most federations and are generally unpaid volunteers drawn from the membership of the organisation plus, in some cases, external experts with particular expertise.

Federations are responsible for implementing the rules and regulations of the sport, which ensures fair competition and transparency. They administer drug testing and anti-doping education programmes. They are responsible for player pathways and need to grow their sports and run selection and development programmes to identify and nurture talent to lead to international success – a key success factor for many federations. They also oversee education programmes for coaches and officials.

NATIONAL SPORT BODY

(e.g. Sports Council, National Olympic Committee, Paralympic Committee, Sport Confederation, Social Partner)

At the national level in every country there are non-sports specific organisations which help create and maintain the conditions for sport to exist. Sometimes these organisations are funded by the government. Some countries have national sports councils who may be responsible for increasing participation or developing elite sport.

All countries have a National Olympic Committee of different sizes and influence depending on the country. There can also be national bodies for sports management, development of coaches, women in sport, equality in sport, company sport, or education and skills development.

Social partners and trade unions aim to create adequate labour conditions, represent the interests of specific groups (including employers and employees), and have common goals related to good governance.

It should be noted that, in some cases, social partners and trade unions are sport specific while they often cover a range of sectors. There are also some social partners and trade unions in sport that operate at the European level.

In some countries there is a large Non-Governmental Organisation (NGO) movement in sport at the national level.
SPORT FOR ALL / GRASSROOTS ORGANISATION

According to ISCA, an umbrella body for sport for all organisations, “sport is not just about competition and exercise, but also involves having a good time and making friends. Moreover, sport regulates social behaviour and creates a feeling of belonging”.

Across Europe in each member state organisation exists to promote participation in sport and physical activity for the many benefits that ensue. People who work in these organisations to promote sport and engage with a varied sporting community can be regarded as sport administrators.

LOCAL OR REGIONAL INFRASTRUCTURE FOR SPORT

Many countries have examples of regional or local (sub-regional) sport organisations. These can include regional structures of federations or regional sport organisations that exist to promote many types of sport and physical activity.

The local infrastructure for sport also includes local government/local authorities that are not specifically sport organisations, but employ administrators who have a role in the local decision making process and delivery of sport.

SPORT CLUB

Perhaps the most crucial organisations in the operation of sport are sports clubs. The nature of clubs varies in different sports, locations, facility bases and traditions – typically they are local and require strong involvement from volunteers.

In some countries, most sports clubs are single sport, while in others the multi-sport club is more prevalent. Clubs will sometimes have their own facilities and may employ professional staff who integrate with the volunteer workforce. Clubs often rely on membership fees for funding.

It can be seen from this section that there is a wide diversity in organisations that play a role in the administration of sport at the local, regional, national and international level. It is also clear that there is a large and diverse workforce related to sport administration working in these organisations. The organisational effectiveness of these organisations will improve through a systematic analysis and drive to improve skills of the sport administration workforce.
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MAPPING THE WORKFORCE
There has been very little systematic research and study of the sport administration workforce. Jobs in sport administration cannot be easily analysed from national occupational statistics collected on the sport sector.

Step 1 of the EOSE 7 Step Model concerns labour market information and has been applied to sport administration at the European level as part of the S2A Sport project.

In the S2A Sport questionnaire, 241 respondents (71.09%) identified themselves as a sport administrator from a total of 339 responses from people in sport organisations, and from this finding some broad observations about the make-up of the workforce can be made.

It should be noted that these figures are based on the labour market research from the S2A Sport project only, and that they only give a partial understanding of the reality of the situation in Europe. There will be differences between countries, contexts and organisations that are not reflected here.

Furthermore, a large number of responses were from national, European and international federations, so the data would apply most readily to those types of organisations. Nevertheless, the following gives a first indication of the characteristics of the sport administration workforce.*

* Detailed data are all available in document 1 of the series

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**GENDER**

**GRAPH 1**

n=238

72% of the respondents to the S2A Sport survey who identified themselves as sport administrators were male and 28% were female. This serves as no more than a first step in determining the gender balance of the sport administration workforce in Europe.

**AGE BREAKDOWN**

**GRAPH 2**

n=241

There was a broad age range of respondents who identified themselves as a sport administrator within the survey showing people can work in sport administration throughout their career:

- 28.22% 18 – 30
- 22.58% 31 – 40
- 15.77% 41 – 50
- 12.03% 51 – 60
- 60 +
It is clear from the research that sport administration can offer stable careers and job security, with 73.3% of respondents who identified themselves as sport administrators having full-time permanent positions.

This indicates both a high level of competence required for the job roles and also the competition to be recruited. This could also give an indication of the socio-economic status of those working in sport administration.

**LEVEL OF EDUCATION**

**GRAPH 3**  
*n=240*

It was striking from the research the high level of education of education of sport administrators with 89.17% educated to at least Bachelor’s degree level. With also a high proportion of Masters (49.58%) and PhD graduates (7.92%).

This indicates both a high level of competence required for the job roles and also the competition to be recruited. This could also give an indication of the socio-economic status of those working in sport administration.

**TYPE OF CONTRACTS**

**GRAPH 4**  
*n=240*

It is clear from the research that sport administration can offer stable careers and job security, with 73.3% of respondents who identified themselves as sport administrators having full-time permanent positions.
POTENTIAL FOR CLASSIFICATION OF JOB TITLES/POSITIONS
Within the sport organisations employment is extremely heterogeneous. Functions are performed by people in varying employment situations. These will range from being the sole focus of a paid job to being one of a range of employment tasks of a paid employee to being the role of a volunteer.

Many sport organisations have a number of paid employees who carry out functions which assist in the management and promotion of the sport and which meet the objectives of the various boards or management committees of the organisation.

Accountability for the use of government investments is a factor placing stress on the role of sport administrators. Accountability due to the growing commercial interests in sport at the high level and the spotlight of the media is also increasing. The integrity of sport is a key focus for sports administrators and applies to everything they do.

The following is a list of job titles/positions in alphabetic order. This list is non-exhaustive and includes job titles of those who completed the S2A Sport survey and identified themselves as sport administrators.

It gives good examples of job titles within the sport administration occupational area.

**EXAMPLES OF JOB TITLES**

- Administrative coordinator
- Administrative officer
- Administrative director
- Administrator
- Board member
- Chairman
- Chief executive
- Chief operating officer
- Coach education manager
- Coaching and development manager
- Competition manager
- Coordinator for EU funds and programmes
- Deputy Director
- Director
- Director of daily operations
- Director of development
- Director of education
- Director of finance/international relations
- European projects and legal affairs officer
- Executive assistant, PR and communications
- Executive director
- Federation development coordinator
- Fundraising manager
- General Manager
- General Secretary
- Head of administration
- Head of coaching
- Head of community sport
- Head of education
- Head of health and wellbeing
- Head of international affairs
- Head of marketing
- Head of research
- Head of sport and leisure
- Human resources manager
- In-house legal counsel
- International public policy advisor
- Manager
<table>
<thead>
<tr>
<th>Marketing manager</th>
<th>Secretary General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership affairs manager</td>
<td>Sport, health and inclusion manager</td>
</tr>
<tr>
<td>National coach</td>
<td>Sports development manager</td>
</tr>
<tr>
<td>National development manager</td>
<td>Sports director</td>
</tr>
<tr>
<td>National team manager</td>
<td>Strategic lead for policy</td>
</tr>
<tr>
<td>National technical director</td>
<td>Technical director</td>
</tr>
<tr>
<td>National technical officer</td>
<td>Technical secretary</td>
</tr>
<tr>
<td>Policy/strategy advisor</td>
<td>Tournament director</td>
</tr>
<tr>
<td>President</td>
<td>Venue manager</td>
</tr>
<tr>
<td>Project manager</td>
<td>Vice chairman</td>
</tr>
<tr>
<td>Public affairs officer</td>
<td>Vice president</td>
</tr>
<tr>
<td>Referee supervisor</td>
<td>Workforce project manager</td>
</tr>
<tr>
<td>Research manager</td>
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</tbody>
</table>

It should be noted that some job titles may have a different meaning or may not exist in some countries and some contexts.

The diversity in job titles justifies the reason for this occupational map and other outcomes of the S2A Sport project to focus on “sport administration” and not any particular job title. This is also justified by the fact that, even for the same job title, the tasks and activities of the employees may be different in different countries or contexts.

It is therefore much more worthwhile and useful to study the skills and competences of the workforce, regardless of job title, and it is these skills and competences that are the focus of the next section.
SKILLS AND COMPETENCES FOR SPORT ADMINISTRATION
There is a large variance in organisations and organisational remits within sport. As part of the 7 Step Model, a functional map and set of occupational standards has been constructed to define the competences required to work in the sector.

To kick-start this process within the labour market intelligence questionnaire for the S2A Sport project (step 1), a number of functions were listed with the question:

“How important are the following activities to the success of your organisation?”

There were a total of 351 responses to the survey from people working in sport organisations. All of them who answered the data are included in the table on next page.
The following table shows the percentage of respondents who answered “essential” or “important” to the question below.

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

**TABLE 1**

<table>
<thead>
<tr>
<th>SUGGESTED FUNCTION</th>
<th>% Essential / Important</th>
</tr>
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<tbody>
<tr>
<td><strong>AREA A - MANAGING THE ORGANISATION’S STRATEGIC DIRECTION</strong></td>
<td></td>
</tr>
<tr>
<td>Developing strategic direction for the organisation</td>
<td>97.95%</td>
</tr>
<tr>
<td>Working with the organisation’s board to develop strategy</td>
<td>95.03%</td>
</tr>
<tr>
<td>Improving organisational performance</td>
<td>97.08%</td>
</tr>
<tr>
<td>Developing and implementing operational plan</td>
<td>93.86%</td>
</tr>
<tr>
<td>Contributing to good governance</td>
<td>90.64%</td>
</tr>
<tr>
<td>Developing and managing projects</td>
<td>94.74%</td>
</tr>
<tr>
<td><strong>AREA B - WORKING WITH AND MANAGING PEOPLE</strong></td>
<td></td>
</tr>
<tr>
<td>Managing other members of staff/volunteers</td>
<td>94.36%</td>
</tr>
<tr>
<td>Organising training for other staff/volunteers</td>
<td>88.64%</td>
</tr>
<tr>
<td><strong>AREA C - MANAGING RESOURCES</strong></td>
<td></td>
</tr>
<tr>
<td>Carrying out administrative duties and offer administrative support</td>
<td>93.20%</td>
</tr>
<tr>
<td>Organising meeting, training courses and conferences</td>
<td>88.89%</td>
</tr>
<tr>
<td>Managing budget and fundraising</td>
<td>93.57%</td>
</tr>
<tr>
<td><strong>AREA D - MARKETING AND CUSTOMERS</strong></td>
<td></td>
</tr>
<tr>
<td>Undertaking marketing activities</td>
<td>85.88%</td>
</tr>
<tr>
<td>Delivering good customer service</td>
<td>92.90%</td>
</tr>
<tr>
<td>Managing the organisation public image</td>
<td>95.89%</td>
</tr>
<tr>
<td>Managing communication &amp; marketing strategy for the sport organisation</td>
<td>92.11%</td>
</tr>
<tr>
<td><strong>AREA E - MANAGING AND ORGANISING SPORT</strong></td>
<td></td>
</tr>
<tr>
<td>Building and maintaining relationships with EU or international sport organisations</td>
<td>83.28%</td>
</tr>
<tr>
<td>Maintaining and helping develop the rules and regulations for sport</td>
<td>75.66%</td>
</tr>
<tr>
<td>Developing and sustaining the sport organisation’s membership</td>
<td>85.92%</td>
</tr>
<tr>
<td>Influencing policy and decisions relating to sport</td>
<td>85.63%</td>
</tr>
<tr>
<td>Maintaining and developing competitions in sport</td>
<td>81.23%</td>
</tr>
<tr>
<td>Developing, maintaining and implementing policies for anti-doping</td>
<td>71.26%</td>
</tr>
<tr>
<td>Developing, maintaining and implementing policies for child protection in sport</td>
<td>77.13%</td>
</tr>
<tr>
<td>Developing, maintaining and implementing policies for equal opportunities / social inclusion</td>
<td>82.40%</td>
</tr>
<tr>
<td>Managing discipline, complaints and appeals in sport</td>
<td>65.37%</td>
</tr>
<tr>
<td>Managing commercial rights relating to sport</td>
<td>52.20%</td>
</tr>
<tr>
<td>Ensuring the effective selection of teams and representatives</td>
<td>68.04%</td>
</tr>
<tr>
<td>Co-ordinating and managing sporting teams and tours</td>
<td>61.88%</td>
</tr>
<tr>
<td>Developing and providing facilities for sport and recreation</td>
<td>69.79%</td>
</tr>
<tr>
<td>Planning and managing sport events</td>
<td>84.46%</td>
</tr>
<tr>
<td>Managing the development of sport clubs and networks</td>
<td>80.94%</td>
</tr>
</tbody>
</table>
From analysis of the research data it was evident that there is no significant difference between different types of organisations’ responses. The research respondents were predominantly from sport federations so the data would be most statistically accurate for this type of organisation.

It is interesting to note that the more generic functions, such as strategic planning, receive the highest score in terms of importance (all over 94% answering essential or important), with some of the sport specific functions receiving a lower score. This is to be expected, as all organisations would engage in generic functions of strategic planning, marketing and so on, while sport organisations with different remits will not cover all sport related functions. For example, not all sport organisations will operate and manage sport facilities.

In addition to sector specific competences, there are a range of generic skills which are considered important to working in the sector, such as:

- A strong interest in sport and an awareness of the issues affecting the sports sector
- Good IT and administrative skills and a high level of attention to detail
- Commercial awareness and a professional approach
- A high degree of self-motivation and a drive for change and improvement
- An enthusiastic personality and resilience to deal with uncertainty
- The ability to build and maintain effective relationships and to communicate well with a variety of people
- Good planning, organising and time management skills
- The ability to work well in a team, in a dynamic and customer-focused environment
- The ability to project a positive image of sport to people at all levels

Taken from Sports Administrator Job Profile at https://www.prospects.ac.uk/job-profiles/sports-administrator
ENTRY

Employers commonly require candidates to have a higher education qualification, at least at a Bachelor’s level. This is evident in the high percentage of respondents to the S2A Sport survey who held Bachelor’s degrees or even a Masters or PhD.

Having studied the subjects of sports management, sports science, sports development, physical education, business studies, or marketing is the common preference of most sports organisations. Undertaking other types of training prior to entry, such as in coaching, officiating or other vocational subjects, is also common.

Prior experience in organising sporting events, administrative work, coaching and sports activities can be helpful, especially given that there is likely to be intense competition for a limited number of jobs. Many entrants will have gained experience from paid or voluntary work in sport in roles such as being an athlete or coach.

Entry without a relevant degree is a possibility, although work experience in an administrative capacity with sporting organisations would be advantageous before applying for entry-level positions.

From the labour market information survey conducted for this project, 67.25% of respondents did not agree that it was easy to find and recruit people with the right skills. This suggests a mismatch between the prior education of candidates and the job roles they apply for.

TRAINING AND PROGRESSION

Most training in sport administration is provided ‘on-the-job’ under the supervision of managers, although larger employers may conduct introductory training sessions. Self-initiated learning and gaining advanced professional qualifications from industry bodies are recommended for career progression. The common route for this progression is to be promoted into supervisory and managerial positions.

Mentoring is evolving in some sport administration bodies and can be an excellent tool for personal and career development. Extensive networking is also beneficial and attendance at conferences is an excellent way of developing knowledge and useful contacts.

Opportunities for promotion depend on the size and nature of the employer organisations. Staff with experience and a specialist background may find it easier to be recruited and to advance quickly.

Continuing professional development (CPD) is important to progress in any career. From the S2A Sport research survey, a large percentage of respondents (45.13%) did not believe it is easy to find relevant CPD courses related to their job. This suggests there could be a more relevant and available supply of CPD to the sector.

In addition, 52.21% of respondents did not agree there is a clear career pathway into sport organisations or a clear pathway for progression.

This suggests sector organisations and employers could define entry and progression pathways more clearly for prospective employees.
CURRENT TRENDS AND ANTICIPATED CHANGES IN THE SECTOR
Sport is an evolving sector, with a number of key drivers accelerating this change in recent years. The following drivers highlight how the sector does not stand still and that the pace of change is not expected to slow down in the coming years as new demands from governments and consumers are brought to bear on the sector.

This section refers to some of the S2A Sport data from the research survey (2016). As mentioned, the survey was predominantly completed by people from sport federations.

Further data is provided from a previous EOSE survey of 478 sport organisations from 28 EU nations carried out in 2014 for a feasibility study looking into the establishment of a European sector skills council (ESSC) for the sport and physical activity sector, which is known as the ESSC study.

### Professionalisation

Sport organisations have become more professional in recent years. Indeed, 86.25% of respondents to the S2A Sport survey agreed that this is the case.

The growing recognition of sport’s contribution to health, increased potential for revenue generation and scrutiny from media and government (particularly in areas such as governance and anti-doping) have resulted in a need to move away from the voluntary ethos of sport organisations and operate in a more professional manner.

### Demands From Government

Demand from national governments on sport organisations is also increasing, and 79.53% of the respondents to the S2A Sport research survey agreed with this statement.

Increasing participation for health benefits, increasing success at elite level for national prestige, and organising major events are now all areas subject to government policy. Sport organisations have to be ready to meet these challenges from governments.

### Qualifications

Sport administration is a complex field which draws on expertise from a range of disciplines, not least sports management. It is clear the educational requirements for its roles will remain high, while there is a need for sport organisations and training providers to work together to produce employable graduates and train the existing workforce. Education needs to be versatile, flexible and diverse to develop future employees.

The following data from the S2A Sport research survey can be used as the basis for new education and training strategies for the sport administration sector.

- 84.21% of the S2A Sport survey respondents agreed that in the future there will be a demand for a better qualified workforce operating in sport organisations
- 81.12% of the respondents agree that new training courses are required to meet the training needs of sport organisations
- 77.29% of the respondents agreed that universities/training providers should work more closely with sport organisations
- 36.84% of the respondents do not think the educational requirements for working in sport organisations are clear. This shows there is a need for training at institutional and individual level

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8 More about the "Feasibility Study of setting-up a European Sector Council on Skills and Employment for Sport available at: https://lc.cx/dauv
SKILLS DEVELOPMENT

From the research collected for the ESSC study key priorities and trends in skills development for the sector were analysed, with main priorities identified as:

- To improve the link between the employment and education
- To support the recognition of qualifications between member states
- To promote lifelong learning and continuing professional development
- To promote the exchange of good practice and networking

MOBILITY

The concept of learning and employment mobility as a way to develop individuals and organisations is increasing in prominence at the European level. While take-up has been low to date in the sport sector, there a strong demand for learning mobility.

Sport recognises the benefits to the individual, their organisation and to sport as a whole that would arise from an increase in learning mobility through the exchange of people, ideas and good practice. This was the conclusion of a 2013 study carried out by EOSE for the European Commission.

Within the ESSC study, sport organisations were asked to indicate if they would be interested to engage a new member of staff (paid or unpaid) who comes from another European country. A total of 297 organisations expressed their interest to recruit a paid person from abroad (63.6%) and 253 to engage a volunteer/unpaid person from another European country (54.18%).
**GOVERNANCE**

Good governance is increasingly becoming a core topic for sport organisations at all levels. There are plenty of reasons to explain this trend, including the pressure on the proper use of funds as well as the responsibilities of sport organisations towards their sports and other stakeholders.

Furthermore, it has been shown that investing in good governance leads to an organisation with the right ethical behaviour, which is governed more efficiently, is more resistant to various risks and is more effective in reaching its objectives.

Therefore, investing in good governance is investing in organisational success, which would hopefully lead to sporting success. Over 93.27% of the S2A survey respondents agreed or strongly agreed that effective sport governance is important to their organisation.

[F] http://www.siggs.eu/?q=project

**FUTURE SIZE OF THE WORKFORCE**

There appears to be a tendency for organisations in the sector, at least among sport federations, to be growing in terms of staff. 54.39% of the S2A survey respondents stated that their organisation employed more people that it did three years ago, while 49.41% of respondents felt that their sport administration workforce would increase over the next two years.

Within the ESSC study a total of 166 organisations representing 35% of the responses were optimistic about the prospect on growth in their organisations, whereas 74 respondents (16%) thought that their workforce would decrease over the next two years. The majority of organisations (43% - 203 responses) believed that their workforce would stay the same in the near future.

We believe this to be a positive statement about the future of the sector, particularly given the difficult recent financial climate and the historic link of the sector to public funding.
This occupational map draws on available data on the background, organisations, workforce and key drivers in the sport administration sector. Much of the data was drawn from the expertise within the S2A Sport partnership and the primary research carried out for the project.

There is a lack of data at the European and national levels in regards to sport administration, so it is clear that the S2A Sport project will provide a legitimate and beneficial first attempt to systematically analyse an area which is so vital to the ongoing functioning and public support for sport.

Before the S2A Sport project there was no common definition of sport administration. The work towards a common definition outlined in this occupational map is therefore of importance to the sector and will support further study and analysis.

A key message from the occupational map is the lack of common job titles in the sector, with a wide diversity in job titles supporting the S2A Sport project’s aim to focus on the area of “sport administration” rather than any specific job titles.

This occupational map provides a broad frame of reference for the sport administration sector and lays the foundation for the development of occupational standards and education strategies for the sector.

The following documents in the S2A Sport series continue to look at workforce characteristics and competences (3 - Occupational Descriptor, 4&5 - Functional Map and Occupational Standards).

Finally, the occupational map will inform education and training strategies for sport administration, developed through documents 6 - Training Programme Handbook and Curriculum, and 7 - Guide to Quality Assurance and Sustainability.

Sport administration is a key part of the sporting landscape and the development of the skills and competences of the workforce, and effective education and training strategies, will benefit sport as a whole and its wider aims to impact on individuals and communities.