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Coaches' Representation Case Study Collection

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1. Introduction – Project CoachForce21

CoachForce21 (CF21) is a three-year Erasmus+ co-funded project led by Leeds Beckett University (UK) and the International Council for Coaching Excellence (ICCE) with another seven partners: Trainerakademie Köln (Germany), Czech Olympic Committee (Czech Republic), Hungarian Coaching Association (Hungary), Polish Institute of Sport (Poland), Treinadores Portugal (Portugal), Professional Coaches of Finland (Finland) and the Hellenic Federation of Sports Coaches and Trainers (Greece).

CF21 has two main objectives:

1. Strengthening coach representation at national and European level through the provision of guidance and support for existing and developing Coaches' Associations (Coaches' Associations) in the EU
2. Bringing the Voice of the Coach to the fore of the Social Dialogue in Sport to foster Good Governance in the Sector.

To achieve the above, the partners will:

1. Develop a baseline picture of the current coaching landscape across the 27 Member States
2. Map the current impact of Coaches' Associations in the 27 Member States
3. Create guidance tools and resources for current and prospective Coaches' Associations in relation to the convening, governance, relevance and impact of this type of organisations.
4. Effectively engaging with coaches on the frontline, employers (i.e. clubs; local authorities; leisure providers, etc), national and international sporting organisations (i.e., federations) and national and international policy bodies (i.e., government departments; European umbrella bodies).

This Case Study Collection is the third output from this project. It seeks to provide the partners with the necessary information to develop tools and resources based on positive experiences from Coaches Associations throughout the EU.

2. Coach Representation in the EU

2.1. The importance of Coaches' Associations

The recognition of the role of the coach in 21st century society has increased substantially in recent years (Council of the European Union, 2017; 2020). However, this recognition is only part of the process needed to improve the situation of sport coaching. Through its Sport Unit, the European Commission developed the Pledge to Implement Good Governance in European Sport (European Commission, 2016). One of the ways in which Good Governance has improved is through Social Dialogue, which looks to include coaches in the discussions regarding policymaking.

Coaches' representation and participation in the decision-making processes is central to success. Over the last decade a number of European projects have focused on developing and improving sport coaching in areas such as coach education, coaching qualifications and coach representation. One of these projects, CoachLearn (2017), developed the European Sport Coaching Framework (ESCF; Lara-Bercial et al., 2017a). Relevant to the purpose of project CoachForce21, the ESCF clearly stated the very important role of coaches' representation (mainly, but not exclusively, through Coaches' Associations) in the creation of successful and inclusive coaching systems.

In this sense, important work has already been conducted through the CoachNet project (2013). CoachNet aimed to contribute to strengthening the organisation and governance of sport in Europe by promoting 'The Voice of the Coach' and enhancing the involvement of coaches in decision-making at all levels of sport. The project also looked into the different ways in which coaches and coaching are organised in the EU, specifically in relation to the representation of coaches by Coaches' Associations and their impact on good governance.

The status and recognition of the coach and of coaching as a profession have been shown to be higher and stronger in countries and sports with long-standing, well-organised and consolidated association (CoachNet, 2013). However, CoachNet findings determined that coaches' inclusion and representativeness in the social dialogue at national and European level, as well as their relevance and importance in consolidating Good Governance structures, is still far from optimal.

2.2. Best Practice examples

Keeping this in mind, CoachForce21 leans on the findings from CoachNet as a way to determine the evolution of coach representation over the last decade. Through the development of the Coaches' Associations Map, CoachForce21 identified a series of best practice examples. These examples cover a variety of modalities with regards to role, foundation date, sports, etc. (see table below).

	Country	Type	Year	Sport
AVEB	Spain, Regional	Single-sport	1986	Basketball
BVTDS	Germany	Multi-sport	2012	-
Canoe Hellas	Greece	Single-sport	1996	Canoe
Coaching Portugal	Portugal	Multi-sport	1997	-
Finnish Swimming CA	Finland	Single-sport	2017	Swimming
HCA	Hungary	Multi-sport	1993	-
POPA	Greece	Multi-sport	2010	-
SAVAL	Finland	Multi-sport	2002	-
SITN	Poland	Single-sport	1989	Skiing
STAV	Finland	Single-sport	1984	Figure Skating

This collection of Case Studies will be useful in many ways for different stakeholders. First, the case studies will help develop important outputs from the CoachForce21 project. Namely, the principles and guidelines for setting up and good governance of coaches' associations. Second, the case studies will support organizations develop their structures and working practices by comparing themselves to the examples provided. And finally, they are also expected to facilitate dialogue between organizations by creating a common ground and reference point that they can all refer to.

2.3. Methodology

During the development of the Coaches' Associations Map (IO2), a list of best practice examples was identified based on the findings. The criteria for selection included longevity (both long existing associations and recently created ones), demonstrated impact, modality, sport, country, official status, reach, etc. Partners of CoachForce21 were also asked to collaborate with their own experiences when appropriate.

The selected organisations were contacted either by the researchers or by the partners and were asked to complete an online case study template (survey). This allowed key features of the organisations to be identified, such as origin, raison d’etre, format, membership, key challenges, key achievements, ways of working, etc.

Following initial drafts, consultation, and feedback from the Coachforce21 partners, this final Case Study Collection was published.

3. Case Study Collection

3.1. AVEB – Spain

Organisation Information	
Name of organisation and website link	Basque Association of Basketball Coaches - Asociación Vasca de Entrenadores de Baloncesto (AVEB) www.aveb.com
Country	Mostly Basque Country (Spain) with some coaches from nearby regions and the rest of Spain.
Membership Type (i.e., who are the members) and Number	All certified coaches. 400 members.
Foundation Date	1986
How is the organisation funded?	Membership fees and small grants from Basque Federations due to coaching activities.
Organisation’s Mission and Vision	The AVEB wants to be a reference point in basketball where clubs and coaches meet and can find education/development, information, and counseling to improve.
What is interesting about this organisation that you wish to highlight as a case study?	<ul style="list-style-type: none"> • Our website is always updated with information by and for basketball coaches. • Our in-person activities are free not only for members but for other coaches as well. • Our newsfeed and twitter include activities organized by clubs, federations, and associations from all over the world, not only our region and country.

	<ul style="list-style-type: none"> • Our members receive a free copy of every activity organized by us. • We have no paid employees.
Please summarise the critical success factors of this organisation or initiative?	Everything included in the previous paragraph.
Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<p>There have been many moments when things did not go as planned that have allowed us to gain valuable experience for future actions. The implication of the coaches minimized the negative impact of those moments.</p> <p>We are in contact with other basketball Coaches' Associations and we believe their positive experiences allow us to improve as well.</p>
In general, what are the main challenges that this organisation has overcome and how?	<p>Since most members are grassroots coaches, our main obstacle is the high turnover rate. Each year many coaches get their certification, but many others stop coaching.</p> <p>Moreover, although the fee is very low, young coaches do not see it as a priority. We chase them to let them know of the importance of staying up to date with information and continuous development.</p>
What are the future challenges this organization will face?	Our main challenge is to keep growing and reach out to as many members and non-members as possible, so they attend our activities and continue their personal development.
Web links to any relevant materials	www.aveb.com

3.2. BVTDS – Germany

Organisation Information	
Name of organisation and website link	Berufsverband der Trainerinnen und Trainer im deutschen Sport e.V. (BVTDS) http://bvtlds.de/
Country	Germany
Membership Type (i.e., who are the members) and Number	Full or part time coaches in german sport with a professional qualification. Diploma coaches, diploma physical education teachers and comparable degrees such as coaches with A- and B-License (DOSB) or persons with a special reference and qualification.
Foundation Date	30.12.2012
How is the organisation funded?	Only by membership fees
Organisation's Mission and Vision	<ul style="list-style-type: none"> • Social recognition of professional coaches • Future security for professional coaches • De-termination of employment contracts (termination of unlawful chain contracts) • Adequate staggered salary comparable to the public service • Regulations regarding working time law and occupational safety law • Regulations regarding retirement provision • Equality of male and female coaches regarding salary and career
What is interesting about this organisation that you wish to highlight as a case study?	Average salary, working conditions, additional incentives, and social recognition of different coaches' groups in Germany compared to other countries in Europe and the world.
Please summarise the critical success factors of this organisation or initiative?	<ul style="list-style-type: none"> • Full professional employees for the administration of the BVTDS • Funding • Members number • Social recognition • Self-image of professional coaches

Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<ul style="list-style-type: none"> Public relation
In general, what are the main challenges that this organisation has overcome and how?	<ul style="list-style-type: none"> Public relation Self-image of professional coaches
What are the future challenges this organization will face?	Find the right people at the right time for the future tasks.
Web links to any relevant materials	https://www.facebook.com/BVTDS/notifications/

3.3. Canoe Hellas – Greece

Organisation Information	
Name of organisation and website link	Panhellenic Canoe-Kayak Trainers Association www.canoehellas.gr
Country	Greece
Membership Type (i.e., who are the members) and Number	All canoe and kayak coaches.
Foundation Date	November 19, 1996
How is the organisation funded?	Mainly membership fees, but also extraordinary members contributions, income from the use of the property of the Association, donations income, inheritances, bequests, inheritance payments, grants and various events and celebrations.
Organisation's Mission and Vision	The safeguarding and promotion of the labor, economic, insurance, social and trade union interests of its members. The scientific and technical training of its members. The promotion, development and dissemination of all the categories of the sport of canoe and kayak.
What is interesting about this organisation that you wish to highlight as a case study?	The Association developed two actions in order to produce and provide knowledge to the Greeks as well as to the foreign coaches of canoeing and kayaking. To achieve this goal, the association's online magazine called CANOEHELLAS was created. The magazine includes articles by sports scientists on various issues of training and sports sciences, especially for kayaking, but also more general knowledge on issues of sports science. The first study was carried out in collaboration with a specialist Biokinetics scientist and the second with the cooperation of the NATIONAL TECHNICAL UNIVERSITY OF ATHENS, DEPARTMENT OF NAVAL ARCHITECTURE AND

	<p>MARINE ENGINEERING LABORATORY FOR SHIP AND MARINE HYDRODYNAMICS.</p> <p>A third initiative of the Association was the publication in English of the book by the former Head Coach of the National Canoe Kayak Team of the former East Germany and professor of the University of Leipzig, Dr. Jochen Lenz. The English edition of the book was funded mainly by the International Canoe Federation and secondly by the Association. The title of the English edition is PERFORMANCE AND THEORY OF CANOE TRAINING (German edition title LEISTUNGS UND TRAININGSLEHRE KANUSPORT).</p> <p>A recent initiative was the organization of a Sprint Canoeing Coaches Seminar in Piraeus Greece, in February 2020. The Seminar was about the analysis and good teaching of the paddling technique of Sprint Kayak. Speaker was Dennis Drieschner of the Trainers Academy of Cologne, Germany.</p> <p>Another successful initiative of the Association is to appeal to the Council of State, one of the highest courts in Greece. The appeal concerned the illegal amendment of the Canoe and Kayak Coaches' Regulation by the Hellenic Canoe and Kayak Federation, and the removal of the privileges and the regulatory role of the association, which were passed only in the Federation. The amendment was made without asking the Association, as defined by the sports law. The appeal was upheld by the Supreme Court and the Coaches' Regulation that was in place before and with all the privileges concerning the Association was reinstated.</p>
Please summarise the critical success factors of this organisation or initiative?	<p>The crucial factors for the success of the Association's actions and initiatives are the determination to support the Coaches in every aspect of their activity, the courage to succeed in every action and initiative, the loyalty of our arguments and the good impression the members of the Association are giving to the people they come in contact.</p>
Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<p>The lesson we have learned from cases where things have not gone according to plan is that there must always be the right planning of actions so that there is no failure. Failure negatively affects the members of the Association and gives a bad and often wrong image of the Association and its actions. Especially in Greece, the Federations often try to present the Coaches' Associations as some people who want to replace the Federation, especially when the relations between the Association of Coaches' and the Federation are not good.</p>

<p>In general, what are the main challenges that this organisation has overcome and how?</p>	<p>The same as the following question.</p>
<p>What are the future challenges this organization will face?</p>	<p>The main challenges that the Association has to face and overcome are to constantly convince the Federation of the correctness of its views and its commitment to the benefit of the Coaches and the sport of Canoeing.</p> <p>Also, the continuous effort to include all Canoeing Coaches in the Association, in order to continuously strengthen the claim of the professional, social, insurance and educational interests and rights of the Coaches specifically for Canoeing and of the Coaches of all other sports.</p>
<p>Web links to any relevant materials</p>	<p>E-journal www.canoehellas.gr</p> <p>Kinematic analysis of athlete's movement in Flat water Kayak Authors: G. Pigos, A. Viliotis, V. Diafas, G. Tsiganos Link</p> <p>Experimental and Numerical Study of the Flow past Olympic Class K-1 Flat Water Racing Kayak at Steady Speed Authors: Georgios D. Tzabiras, Stylianos P. Polyzos, Konstantina Sfakianaki, Basilios Diafas, Athanasios D. Villiotis, Konstantinos Chrisikopoulos and Sokrates Kaloupsis <u>THIS STUDY WAS ORIGINALLY PUBLISHED IN "THE SPORT JOURNAL" OCTOBER 2010.</u> Link</p> <p>Performance and theory of Canoe training Author: Dr. Jochen Lenz. English edition (2011) by Pan-Hellenic Canoe-Kayak Trainers Association Link</p> <p>Decision of the Court of State of Greece on the Canoeing Coaches' Regulation Link</p>

3.4. Coaching Portugal – Portugal

Organisation Information	
Name of organisation and website link	Coaching Portugal www.treinadores.pt
Country	Portugal
Membership Type (i.e., who are the members) and Number	<ul style="list-style-type: none"> Coaches Associations (CA) Individual coaches that do not have a CA or the CA is not active; we encourage these individual coaches to build a CA
Foundation Date	6 of October 1997
How is the organisation funded?	Government funded
Organisation's Mission and Vision	<p>MISSION - Work on all matters relating to the Coach's career and education!</p> <p>VISION - Coach social recognition!</p> <p>VALUES – Coaching Portugal values are based on Olympic and Paralympic values:</p> <ul style="list-style-type: none"> Friendship, Respect and Excellence Courage, Determination, Equality and Inspiration
What is interesting about this organisation that you wish to highlight as a case study?	<ul style="list-style-type: none"> Coaching Portugal works as an Order of Coaches Brings together 26 Coach Associations and several individual coaches of different sports, gathering around 45 thousand Coaches in Portugal around its brand Thus is the spokesperson for Portuguese coaches within national and international guardianship in organizations such as: the Portuguese Institute of Sport and Youth (IPDJ), the Secretariat of State for Youth and Sport (SEJD), the National Council of Sport (CND), the International Council for Coaching Excellence (ICCE) and the European Union
Please summarise the critical success factors of this organisation or initiative?	<ul style="list-style-type: none"> 2 professional employees President of the board Leadership Growing and diversification of funding Clear communication strategy focusing on the promotion of the organization mission and vision Good external image Growing of members Portuguese legislation regarding coaching education

Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<ul style="list-style-type: none"> • Always try to engage all members in the discussion of major coach profession issues even when it is difficult and hard mostly because CA have volunteer boards or are focused on sport related subjects • More Human Resources
In general, what are the main challenges that this organisation has overcome and how?	<ul style="list-style-type: none"> • Promote professional employees at CA • Determination to support coach as a profession • Increasing external image of mission and vision
What are the future challenges this organization will face?	<ul style="list-style-type: none"> • New partners and funding • Coach social recognition • Portugal Coaches School • Global Coach Conference 2021
Web links to any relevant materials	https://www.treinadores.pt/pt/formacao https://www.treinadores.pt/pt/treinadores

3.5. Finnish Swimming Coaches Association – Finland

Organisation Information	
Name of organisation and website link	Suomen Uintivalmentajat ry – Finnish Swimming Coaches Association.
Country	Finland
Membership Type (i.e., who are the members) and Number	Our organization is open to all swim coaches, professionals and volunteers. We have 74 members.
Foundation Date	Our organization was founded again in December 2017. There was a similar organization in the 70's and 80's called The Finnish Swimming Coaches Club.
How is the organisation funded?	The members pay a membership payment to The Finnish Coach Association and part of this payment they pay back to the different coach associations as us, The Finnish Swimming Coaches Association.
Organisation's Mission and Vision	<i>The most important issues for The Finnish Swimming Coaches Association are to support the Finnish swim sport and the coaches both in professional development, dealing with problems in daily life coaching and to strengthen the coaches social position in our modern society. One goal is to develop our national swimming to a whole and sound activity both at the individual level and team level both nationally and internationally.</i>
What is interesting about this organisation that you wish to highlight as a case study?	During our first year and a half our goal was to get the coaches to join us as members. From the fall in 2018 our goal was to get the coaches to join us in the events we arranged and to open up and talk about common issues. Due to the corona pandemic we started a strong and well planned net based schooling for the coaches. We had two groups – the professionals and the voluntary coaches. Both groups had schooling every third week and both groups had to same topics. This fall, 2020, we put the two groups together and we arrange net based schooling once a month.

Please summarise the critical success factors of this organisation or initiative?	To feel of the collective need for such an organization and the will to develop your knowledge and skills.
Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	We need to get the coaches wanting to be more involved.
In general, what are the main challenges that this organisation has overcome and how?	
What are the future challenges this organization will face?	We only have one out of five coaches as a member. We need to reach out to more coaches. We also need to find topics that interest our coaches. We are working on a membership survey on how they would like us to develop our activity.
Web links to any relevant materials	http://suomenuintivalmentajat.com/ https://www.facebook.com/suomenuintivalmentajat/

3.6. HCA – Hungary

Organisation Information	
Name of organisation and website link	Hungarian Coaching Association (HCA) https://magyaredzo.hu/
Country	Hungary
Membership Type (i.e., who are the members) and Number	Coaches (multi-sport) volunteering to become a member. 985 members (data from 2020 December)
Foundation Date	1993
How is the organisation funded?	<ul style="list-style-type: none"> • NGO, thus project base grants from government due to the delegated tasks • Other small grants related to contracts • Membership fees
Organisation's Mission and Vision	<p>Mission:</p> <ul style="list-style-type: none"> • Coaching advocacy • Promotion and recognition of coaching profession (making coaching career and its values attractive) • Improving the existential growth of coaches • Bridging knowledge between researchers and practitioners working in sport coaching • Organizing and conducting continuous professional development programs (CPD) <p>Vision:</p> <ul style="list-style-type: none"> • HCA as a professional organization, where mission is supported by all stakeholders working in and for sports coaching • Representation of coaching profession in sports policy and strategic decision-making • Developing a complete coaches' register

<p>What is interesting about this organisation that you wish to highlight as a case study?</p>	<p>HCA's case study: Elite Coaches' Program and Talent Development Program for Coaches</p> <p>Both programs run at HCA are project-based programs with the agreement of the State Secretariat for Sport in relation to coaches working for Olympic sports and are addressed to improve the revenue of coaches meeting the different criteria of categories (elite and talent development), to establish coaches' professional careers, and thus to raise the standard of the coaching profession. The programs also seek to keep the most effective coaches in the coaching field and provide them with ongoing professional development. Both programs deal with coaches' employment and develop common standard for their workforce.</p> <p>Coaches in both programs are obliged to participate in the continuous professional development program developed and run by HCA.</p> <p>Coaches with Hungarian citizenship fulfilling national team's captain responsibilities or coaches of medalists are entitled to a life-time Olympic rent based on excellent results achieved in the Olympic Games as stated in the Sport Law.</p>
<p>Please summarise the critical success factors of this organisation or initiative?</p>	<p>Through the governmental tasks and objectives, HCA further develops the effectiveness of Hungarian sports, utilizes coaches' professional knowledge and experience, and supports coaching profession both financially and socially.</p> <p>Since the Coaches' Programs are nurtured by HCA, membership numbers have raised double.</p> <p>The programs (Elite Coaches' Program, Talent Development Program for Coaches) were delegated to HCA in 3 years difference, reinforcing the importance of the professional work HCA puts into these programs.</p> <p>HCA through its annual program provides professional network for coaches.</p> <p>HCA provides coaching awards recognizing coaches' professional excellence.</p> <p>HCA publishes its own journal, the Magyar Edző (in English Hungarian Coach), books (e.g., Code of Ethics) which are free of charge for members.</p> <p>HCA takes a lead role in integrity issues in Hungarian sport (fair-play, ethics, clean sport, harassment, etc).</p>

<p>Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?</p>	<p>HCA advises the Government and the Hungarian Olympic Committee as well. We believe, our advice regarding coaching profession and its issues are heard, but there are no interactions in terms how they are solved. Therefore, HCA puts a lot of effort in communication, and cooperation with professional committees, stakeholders in the field to strengthen its voice.</p> <p>There is still a room for improvement in assessment structures in the programs.</p>
<p>In general, what are the main challenges that this organisation has overcome and how?</p>	<p>The need of expanded management:</p> <ul style="list-style-type: none"> • Two new programs (Elite Coaches' Program, Talent Development Program for Coaches) have been delegated to HCA and this have raised the number of members to double; • HCA employed more paid experts to cover tasks and commitments. <p>Need for digital environment:</p> <ul style="list-style-type: none"> • To fulfil obligatory CPD there was a need for a tool and alternative way for personal development, an easy access to training materials. It was important to make CPDs more attractive to all coaches, and not only those being involved in the two programs with obligations; • HCA developed a system of regular online conferences and E-learning Platform to make CPDs more attractive and easily accessible. <p>Need for wider partner cooperation:</p> <ul style="list-style-type: none"> • Making partner cooperation even more important in sharing information; • new and broader partnerships have been developed with governmental institutions, higher education, Olympic movement, and other related areas of sport coaching

<p>What are the future challenges this organization will face?</p>	<ul style="list-style-type: none"> • Supporting and promoting coaching profession • Drawing attention, providing incentives and encouragement for coaches to reach the highest educational level in the field and profession • Inspiring coaches for personal development • Encouraging continuous learning opportunities, continuous professional development throughout the coaching career • Finding innovative methods, tools systems, partners to help and support coaches in their every day's work • Strengthening the representation of coaches in sports policy and strategic decision-making • Supporting a transparent and XXI. century coaching education system • Supporting the development of a coach register • Raising awareness on Fair Play and promoting clean sport
<p>Web links to any relevant materials</p>	<p>https://magyaredzo.hu/</p>

3.7. POPA – Greece

Organisation Information	
Name of organisation and website link	Hellenic Federation of Sports Coaches and Trainers Πανελλήνια Ομοσπονδία Προπονητών Αθλημάτων Π.Ο.Π.Α. → POPA www.popa.gr
Country	Greece
Membership Type (i.e., who are the members) and Number	The members of POPA are the professional Sports Coaches Associations. 11 Sports Coaches Associations, is the current number of the members of POPA.
Foundation Date	April 29 th , 2010
How is the organisation funded?	According to the Statutes of POPA, the Federation is being funded from the membership fee of its members Sports Coaches Associations. Also, from regular and special contributions of the members of the federation, from the registration fee, from revenue, from donations, inheritances, bequests and from various events and celebrations, from the income that comes from the utilization of the property of the federation as well as from any other legal income.
Organisation's Mission and Vision	<p>Mission:</p> <ol style="list-style-type: none"> 1. The unification and cooperation of the associations of individual and team sports coaches, Olympic and non-Olympic, in a secondary trade union organization. 2. The coordination and the unification of the efforts of all the associations that make up the Federation for the preservation, the study, and the promotion of the common economic, social and professional interests of its members, in the context of the service of the society as a whole. 3. The promotion and upgrading of the profession of individual and team sports coach. 4. The promotion and promotion of any issue that interests individual and team sports coaches and is related to the protection of their economic, social, and professional interests.

	<ol style="list-style-type: none"> 5. Ensuring the scientific competence of individual and team sports coaches, their training and maintaining a high level of knowledge and professionalism. 6. Communication and cooperation with other relevant associations abroad for the exchange and utilization of knowledge, experiences, and best practices. <p>Vision:</p> <ol style="list-style-type: none"> 1. Involvement of Coaches in decision-making for sports. 2. The establishment of coaches' associations in every sport. 3. The participation of the coaches of all sports through their associations in POPA, so that through it they can fight for the joint promotion, defense, and claim of their rights at every level (social, professional, educational, participation in important decisions for sports). 4. By achieving the above, a better environment will be created for coaches and Greek sports and the visions and expectations that sane coaches and fans have had for many years will be achieved.
<p>What is interesting about this organisation that you wish to highlight as a case study?</p>	<p>It is interesting to note that while POPA is made up of coaches' associations that have common goals, there have been cases where some associations have left POPA because they failed to convince the majority of the correctness of their views which were shown to be incorrect by the facts themselves.</p> <p>They lost the forest because they were looking at a tree.</p> <p>So, a case study that probably concerns all coaches is firstly to find a way to get indifferent coaches to form coaching associations, secondly to get coaches to sign up as members of their sports coaches' associations and third to convince them to actively participate in the actions of their associations.</p> <p>Also, the integration, cooperation, and participation in the actions of ICCE as well as the cooperation with the Trainerakademie of Cologne in the organization in Greece of Coaches seminars concerning either all coaches or coaches of specific sports, helped to spread a good reputation for POPA, which made it easier to approach various bodies inside and outside sports to promote the interests of coaches.</p>

<p>Please summarise the critical success factors of this organisation or initiative?</p>	<p>The main factor of the success of POPA during the first ten years of its existence is:</p> <ol style="list-style-type: none"> 1. The bona fide cooperation between its members. 2. The understanding of the different points of view, but the choice of the best and most interesting actions that will bring the desired result. 3. The willingness to cooperate with all its actors inside and outside sports to promote the interests of coaches. 4. The promotion and realization of innovative ideas inside and outside Greece, such as our proposal to ICCE for the establishment by the UN of the World Day for Coaches. 5. The participation to the EU ERASMUS + project COACHFORCE 21, and the organization of the first transnational meeting of the project in Athens in February 2020. 6. The co-organization with ICCE and ECC in Athens in May 2016 of the 2nd European Meeting of Coaches Associations and Coaching Organizations. 7. The co-organization with Trainerakademie in Athens in April 2018 and February 2020, of Coaches Seminars for Coaches of all sports and for Sprint Canoeing Coaches.
<p>Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?</p>	<p>As the representatives of the coaching associations to POPA are elected by the coaches' associations, individuals who are willing to offer their services to a collective body for Coaches such as POPA should be selected. This is a conclusion from the experience so far from the operation of POPA. The more people who participate with a genuine willingness to offer, the sooner the various objectives will be achieved.</p>
<p>In general, what are the main challenges that this organisation has overcome and how?</p>	<p>Through its general action regarding the use of every opportunity presented to promote its views and ideas as well as the organization of international and national events for Coaches, POPA has managed to be a reliable interlocutor and collaborator with all cooperating bodies.</p> <p>With the above way of action, POPA has made its presence felt and now it is taken more and more seriously by the sports bodies in Greece.</p> <p>Also, since 2014, he participates in every legislative committee of the Ministry of Sports for the drafting of laws related to the Coaches. A recent example is the participation of POPA in the legislative committee of the Ministry of Sports, which is currently drafting a new law on coaches.</p>

<p>What are the future challenges this organization will face?</p>	<p>In Greece there are no coaches' associations in all sports. Under Greek law, members of a federation such as POPA can only become coaches' associations and not the coaches themselves as natural persons. Coaches are only allowed to become members as natural persons in the coaches' associations of their sports.</p> <p>As a result of this legal restriction, many coaches are not able to be represented by the professional associations of their sports coaches because they simply do not exist. Therefore, POPA should take the initiative to persuade the legislators to change the relevant law, which is probably impossible.</p> <p>Another option is for POPA to take the initiative to establish coaching associations in all sports. Then, all associations will be able to become members of POPA. The result will be that all professional coaches from all sports will be represented by POPA. This event would give POPA great strength to promote the rights and interests of all Greek sports coaches. The current administration of POPA has chosen the second way. It is a great challenge to persuade colleagues to participate in a collective body for the common good of sports coaches. But it is worth the effort. The more coaches' associations are set up and become members of the POPA, the better for the coaches.</p> <p>Fixed goals for POPA now and for members are:</p> <ol style="list-style-type: none"> 1. The continuous effort for the promotion and acceptance of its views and positions by the General Secretariat of Sports and the State Ministry of Sports. 2. The lifelong training of Coaches of all sports. 3. The cooperation with respective bodies of coaches abroad. 4. The updating of the views of POPA based on the continuous developments in the field of sports, society and the world.
<p>Web links to any relevant materials</p>	

3.8. SAVAL – Finland

Organisation Information	
Name of organisation and website link	Suomen Ammattivalmentajat SAVAL www.savall.fi
Country	Finland
Membership Type (i.e., who are the members) and Number	<p>General member: full-time coaches, part-time coaches. Paid coaches only. Working in Finland. Number of coaches: 1100.</p> <p>Self-employed member: self-employed coaches. Number of coaches: 40.</p> <p>Student member: A student who is studying the first coaching related degree can be a student member. Number of coaches: 14.</p> <p>Membership in abeyance: A member who is temporarily living abroad and no longer covered by the social insurance system of Finland may continue with SAVAL membership in abeyance. Number of coaches: 26.</p> <p>Retired member: A member who has permanently ceased working, for example because of retirement due to unemployment or retirement pension, may remain in the union as a retired member of SAVAL. Number of coaches: 16</p>
Foundation Date	2002
How is the organisation funded?	Membership fees
Organisation's Mission and Vision	<p>Professional Coaches of Finland (SAVAL) is an interest, service and lobbying organisation for professional sports coaches and those working in coaching positions.</p> <p>SAVAL is</p> <ul style="list-style-type: none"> • Respected professional advocate and active influencer in coaching matters • An active promoter of the appreciation of sports and coaching in society

	<p>SAVAL is</p> <ul style="list-style-type: none"> • Known for its strong communication and influence in society • Positively influencing training decisions in the field • A nationally and internationally active partner
What is interesting about this organisation that you wish to highlight as a case study?	<p>Continuously growing Membership-> steady growth during each year of operation.</p> <p>SAVAL engages in vital collective bargaining and lobbying work on behalf of the profession.</p> <p>SAVAL is affiliated to the Association of Managers and Professionals in the private sector YTY and is thereby associated with the Confederation of Unions for Professional and Managerial Staff in Finland (Akava) and the Federation of Professional and Managerial Staff (YTN).</p> <p>Unemployment fund and unemployment benefits for members.</p> <p>Very close cooperation with Suomen Valmentajat (Coaches of Finland).</p>
Please summarise the critical success factors of this organisation or initiative?	<p>Visibility, notoriety, successful lobbying, and membership services.</p>
Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<p>Allocation of resources for collective bargaining. Covid-19 significantly increased the demand for member services → adequate resourcing.</p>
In general, what are the main challenges that this organisation has overcome and how?	<p>Economic counterbalancing → increasing the number of members.</p> <p>Empowerment, collective agreement for coaches → active cooperation with labour market organizations and lobbying.</p> <p>Increasing the appreciation of coaches in Finland → communication, involved in research and publications, presenting the work of coaches.</p>

<p>What are the future challenges this organization will face?</p>	<p>Increasing the number of members. Getting young coaches to enter membership. Aging membership, retirement → decrease in membership/number of members.</p>
<p>Web links to any relevant materials</p>	<p>www.saval.fi / https://www.saval.fi/en/jarjestot/professional-coaches-of-finland-saval.html</p> <p>www.yty.fi / https://www.yty.fi/en/yty-in-english.html</p> <p>www.kokokassa.fi / https://kokokassa.fi/en/</p> <p>https://akava.fi/en/frontpage/</p>

3.9. SITN – Poland

Organisation Information	
Name of organisation and website link	Stowarzyszenie Instruktorów i Trenerów Narciarstwa Polskiego Związku Narciarskiego (SITN PZN) – Association of Ski Instructors and Coaches of the Polish Ski Federation www.sitn.pl
Country	Poland
Membership Type (i.e., who are the members) and Number	Ski instructors and coaches/trainers certified by the Polish Ski Federation – around 3800 permanently active members (c11 800 registered)
Foundation Date	December 27th ,1989
How is the organisation funded?	Membership fees, ski school licensing franchise programme fees, sponsoring/partnership funds, distribution of educational materials (sale), sale of pins and medals
Organisation's Mission and Vision	<ul style="list-style-type: none"> • Regular organization of scientific and educational projects in ski teaching, certification of qualifications of ski instructors, • Ensuring and maintaining safety on organized ski slopes in cooperation with other entities (slope administrations, mountain rescue patrols, media); • Promoting active family leisure on the snow; • Enforcing and promoting all innovations to get the learning-to-ski process to be fun for the clients; • Implementing the LLL scheme (Life-Long Learning) in the ski instructors education philosophy, • Initiating and conducting the exchange of scientific research results on state-of-the-art technologies in ski teaching and behaviours • Representing Polish ski instructors before Polish and foreign administrations and entities such as world associations (ISIA) or sport federations (PZN< FIS);
What is interesting about this organisation that you wish to highlight as a case study?	<ul style="list-style-type: none"> • Full local independence of the state administration (like NGOs), • Lack of any subsidies, so since the funding date very cautious, restrictive financial policy has been conducted, • Lack of support from state or other administrations, • Stable development during 30 years,

	<ul style="list-style-type: none"> Adaptation capabilities - to all legal, economic, social, and political changes, Being together - amateurs, professionals, researchers, universities, ski school owners/operators - although they represent groups of interest often being in conflict
Please summarise the critical success factors of this organisation or initiative?	<p>Internal factors:</p> <ul style="list-style-type: none"> Fairness, Continuity, Keeping the well-established educational format, Being together, Intellectual power/ quality of the leaders, <p>External factors:</p> <ul style="list-style-type: none"> Radical political changes in the country, Being regarded as non-important for main political players (not visible), High demand for ski instructors in Poland and abroad
Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	<p>Be more aggressive externally in the country (to be more active in the fight for leadership in educating coaches in elite sport in Poland)</p> <p>Broader promotion of the necessity of pre-ski physical preparation in the larger cities of the flat-area country</p>
In general, what are the main challenges that this organisation has overcome and how?	<ul style="list-style-type: none"> Deregulation of sports instructors' and coaches' professions (2013), lack of regulations regarding such activity Ensuring that the highest standards are maintained in the profession of the instructors of snow sports in Poland (ongoing process).
What are the future challenges this organization will face?	<ul style="list-style-type: none"> Implementation of the EU Delegated Regulation 2019/907; Implementation of the Polish & European Qualification Framework; Convincing our external partners (i.e., local administrations in the Alps or Polish Cable Car operators) that SITN's instructors keep the quality of teaching standards while profession became non-regulated by law in Poland Protecting members (ski-instructors) valuable rights in a market competition with cheaper less qualified so-called instructors in Poland (finding partners – insurance companies, medical companies, media/PR communication;

	<ul style="list-style-type: none"> Find support and finances.
Web links to any relevant materials	www.sitn.pl

3.10. STAV – Finland

Organisation Information	
Name of organisation and website link	Finnish figure skating coach's association, www.stav.fi
Country	Finland
Membership Type (i.e., who are the members) and Number	<i>All figure skating coaches who are working in Finland, about 150 members.</i>
Foundation Date	1984
How is the organisation funded?	Through yearly fees and some minor fees collected. e.g., from organised conferences
Organisation's Mission and Vision	We are updating our mission and vision at this very moment, but during the recent years our aim has been well-being at working life: To provide skills and knowledge to make the best possible work at everyone's everyday life.
What is interesting about this organisation that you wish to highlight as a case study?	STAV was founded to make sure that figure skating coaches are respected, employment contracts are being followed by employer and to make sure that there is an organisation to provide education for figure skating coaches. During that time, STAV provided help for professional figure skating coaches. We were founded 20 years before Professional coaches of Finland, SAVAL which is the leading organisation to provide support towards professional coaches in Finland at the moment. In this sense, founding members of STAV were ahead of their time and saw that it is crucial to have a coaches' association to overlook coaches benefits and their well-being among working life.
Please summarise the critical success factors of this organisation or initiative?	Easily contacted, possibility to be as a messenger towards "higher tables" and willingness to provide cohesive and informational educational events.

Are there any lessons learnt from instances when things did not go according to plan? What could this organisation get better at?	We are trying to become more and more accessible organisation. So that figure skating coaches notices us and would be eager to join to our organisation.
In general, what are the main challenges that this organisation has overcome and how?	The main challenge at the moment is that there are several different events/sports among figure skating and the coaches among these sports are not connected to each other anymore (e.g., single skating vs synchronized skating). This gap is something that we are trying to close by activating coaches and providing a platform for professional forum/education/chatting.
What are the future challenges this organization will face?	To reach young coaches and get them to become members.
Web links to any relevant materials	

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