



Minutes

A2B First Study Visit - Olympic Center Berlin

Olympic Center Berlin, 13 April 2010 (11:30 – 17:30)

University of Health and Sport Sciences Berlin, 14 April 2010 (9:00-12:30)

Participants A2B:

Dahlström Juha (Metropolitan Area Sports Academy Finland)
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Glennon Patrick (Adecco)
Gölden Marcel (German Athletes Commission)
Hellmund Folker (EOC EU Office)
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Rodewald Marion (EOC Athletes Commission)
Schaps Julian (Olympic Center Berlin)
Strauch Melanie (EOC EU Office)
Tarvonen Simo (Metropolitan Area Sports Academy Finland)
Trinker Michael (EOC EU Office)

Speakers:

Bähr Harry (Olympic Center Berlin)
Elbe Martin (University of Health and Sport Sciences Berlin)
Neumes Gerd (School and Competitive Sports Center Berlin)
Pocklington Jackie (Beuth University of Applied Sciences Berlin)
Richartz Alfred (University of Leipzig)
Sandrock Marcel (Olympic Center Berlin)
Ückert Sandra (German Olympic Sports Confederation)
Wenzel Gert (Beuth University of Applied Sciences)
Zinner Jochen (University of Health and Sport Sciences Berlin)

Opening – Dual Career in the European Context

Folker Hellmund gave a short introduction of dual career in the European context. The European Commission presently works on future sport funding programmes; From 2014 onwards €25-30 million should be granted to sport related topics per year following the expectations from the EOC EU Office. Dual career could be one of these. The EOC EU Office and its partners are presently drafting proposals for future sport funding programmes.

Objectives of the Study Visit

Michael Trinker explained the objective of the Study Visit:

- Find ways to promote dual career in Europe



- Find best practices
- Provide a platform for idea and knowledge exchange

On this basis, the seminar shall complement the findings of the A2B questionnaire presently counting 930 completed surveys.

Management of German Elite Sport at the Olympic Center Berlin

Harry, Bähr – Director Olympic Center Berlin

The director of the Olympic Center Berlin, Harry Bähr, presented the institution comprising 21 different kinds of sports and 400 top athletes (15% of the German total). Among the 19 Olympic Training Centers in Germany, Berlin is at the fore-front of developing and implementing dual career structures.

Its major tasks are support for high performance, support for infrastructure of federal training centers and coordination of high performance in the region. Germany's Olympic Centers receive 96% of their budget from the federal government (Ministry of the Interior).

Dual Career Practices

While the majority of German top-level athletes pursues primary education in an elite school of sport, the Olympic Center Berlin sees a major obligation in the field of career counselling which it defines as the management of a sports career and education/professional career.

For this purpose, it has agreements with nine universities and colleges throughout Berlin. Also vocational training is a main effort; partnerships with academies encourage special traineeships for elite athletes.

Three career counsellors presently make up about 10% of the staff at the Olympic Center Berlin.

Barriers and Challenges Regarding Dual Career Practices

Apart from the Berlin example, there are only a few agreements between Olympic Centers and particular University departments in Germany. They do not concern whole institutions. However, establishing such partnerships among the majority of Olympic Centers reveals difficult due to the following reasons:

- Jurisdictions are different in regions; schooling systems differ from "Land" to "Land"
- The "chemistry of people" involved is oftentimes a barrier to making such a programme work

Follow-up Actions

- The knowledge exchange between Olympic Centers in Germany should increase
- Knowing that there is a 20%-change of athletes per year, career counsellors have to be promoted and made visible to athletes (Gölden, Rodewald)

Student-Athlete Support based on a 5-Phase Model

Andreas Hülsen, Career Counsellor Olympic Center Berlin

Gert Wenzel, Beuth University of Applied Sciences Berlin



While in past, elite athlete support was limited to the period prior to transition, the Olympic Center Berlin, has developed a unique support model that has proven as a successful practice in proceeding with secondary education. The Beuth University of Applied Sciences Berlin serves as a predominant cooperation example between a secondary education institution and the Olympic Center.

An Example of Good Practice

Facts on the 5-Phase Model (2004-2008)

- 202 athletes went through programme
- 196 Olympic athlete-students (750 German total)
- 75% of athlete-students come out of elite schools of sport
- 3 dropped out (1,4%)
- 7 changed academic programme
- Entry into programme through 30% consultancy at Olympic Center, 26% word of mouth

The 5-Phase Model comprises the following steps:

1st Phase: "Olympic Training Center General Student Advisory Service"
parallely based on the model "sense of coherence" with reference to Anatovsky suggesting understandability, manageability and meaningfulness of a decision.

2nd Phase: "Partner University General Student Advisory Service"

3rd Phase: "Individual Mentoring" by the following key players:

- University: Principal, director of programme, person responsible for overseeing exams, student-athlete mentor
- Olympic Training Center: Athlete career counsellor
- Athlete

4th Phase: "Meeting with Admission Office" facilitating the admission process

5th Phase: Studies "à la carte" continuously overseen by mentor and career counsellor

Success Factors related to Choice of Studies

- If the factors of understandability, manageability and meaningfulness are given, the athlete has proven to find the studies, he is looking for. Surprisingly, family and social environment influence is low.
- The Olympic Center Berlin can offer a wide choice of study programmes, especially in technical areas, due to a number of partnerships with secondary education institutions.

Success Factors related to Athlete-student Support

- Athlete-students are provided both, a permanent mentor at the education institution as well as a career counsellor at the Olympic Center who cooperate
- A quick admission process and the possibility to provide access for critical Numerous Clausus athletes
- The schooling system follows the regular ones of the public schools, providing student-athletes with more flexibility (alternative time tables, combination of modules)



Success Factors related to Cooperation

- A board of directors at the education institution considering such a programme a win-win situation, thus helping the University academically and supporting sports
- Direct information management between the parties overseeing the programme
- Well-timed information and intervention of supervising institutions preventing drop-outs

Success Factors related to Training Possibilities

- A multitude of sports facilities located in one training area, the Berlin Sport Forum

Barriers and Challenges Concerning Cooperation with Education Institutions:

- Generic programmes, as seen in Berlin, need to be individualized to each University → takes time and effort
- Establishing cooperation with Universities is difficult as the desire is often low
- The “chemistry of people” involved is oftentimes a barrier to make such a cooperation work
- Financial aspects: There are no additional financial resources available at the education institution to put such a programme in place; although, synergies can be used effectively if there is a will to support it

Follow-Up Actions:

- The Olympic Center sees the need to develop respective job entry programmes.

Dual Career from the Perspective of the German Olympic Sports Confederation (GOSC)

Sandra Ückert, Head of Olympic Training Centers and Youth Competitive Sports Unit, GOSC

As part of the German umbrella sports organisation GOSC, Sandra Ückert, gave a report on present undertakings in the field of dual career.

Current Situation

The GOSC has seen the significance of dual career and recently integrated it as a main basis, also as part of the athletes’ engagement. For this purpose, papers have been developed to support athletes in dual career development. The GOSC sees its obligation in sharing responsibility with athletes while not taking it over. It considers the transition period as a key stage for particular concern and mentions potential for growth regarding career counsellors. (In total, there are 35 career counsellors for 3500 elite athletes in Germany.)

Barriers and Challenges

- The recent change of the academic system, the shift to internationally compatible Bachelor and Master Degree programmes, could be a hurdle to integrate athlete-students in a flexible academic programme
- On a federal level, the credibility and value of competitive sports must be raised (defined aim of the GOSC)
- The GOSC wishes to see a larger number of elite athletes in sports functions or sports science. There is no personnel concept yet to recruit German sportsmen in sport and no secure future especially for trainers



- Burn-outs as a recent phenomena have to be taken into consideration when addressing the question of how athletes handle the double burden of a sporting career and education
- The GOSC should initiate to bring actors of dual career together in order to work on a clear concept. Experience has shown that some often work outside and are counter-productive

Follow-up Actions

- Bring actors of dual career together
 - Request sport organisations to keep statistics in the field of dual career (most advanced kinds of sports, etc.)
 - Raise a motto for future activities like: "No Athletes without Career Perspectives"
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Managing Transition – "From an Elite School of Sports to Secondary Education"

Gerd Neumes, Director of the School and Competitive Sports Center Berlin

Gerd Neumes has deepened the topic of transition from primary to secondary education based on the Berlin School and Competitive Sports Center experience. As an elite school of sport it is considered an excellent model in this field (Ückert) integrating both school and training, thus education and sport.

Facts

- Capacity: 1100 athletes
- 50% of athletes make it to elite athleticism
- No school drop-outs
- Those leaving sport will have to leave the school system as well

Success factors

- Flexible entry times
 - "School of its own" coinage: Not a "Gymnasium" perse, tries to integrate every athlete into the school system
 - A clear focus on athletic ability provides flexibility in the school system
 - Good academic results provide athletes with the possibility to move on to secondary education
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"Transition into the Sports Labour Market Through Masters Degree Programme in Sports Performance"

Prof. Dr. Jochen Zinner – Vice President University of Sport & Health Sciences

Dr. Jochen Zinner spoke about dual career from the viewpoint of secondary education and presented his institution located in Berlin as a model of good practice for dual career. The sports study programme also goes hand in hand with the concept of the German Olympic Sports Confederation's "Trainer Initiative" encouraging the development of trainers in German sports.

Facts

- 350 students
 - Target groups: active athletes – end-of-career athletes
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- Two study programmes: sport and health
- Private University; Fees: €330,00/ month

Success Factors

- Located in short distance (1km) to Olympic Center Berlin
 - Cooperation with Olympic Center Berlin and Sports Forum Berlin
 - Possibility of "semi-virtual" studies:
 - Combination of presence (3-4 times per semester, 5 days) and virtual time, access of course content via internet platform
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Chronic Stress in Competitive Sports and The Transition From Education Into A Professional Career – Perspectives for Continued Targeted Support

Prof. Dr. A. Richartz – Sport Pedagogy

Researchers of the University of Leipzig have conducted a study among 250 German athletes (50% male, 50% female), aged 15-44 examining chronic stress factors elite athletes encounter in dual career and ways of identifying those at risk.

Central to this study are 1) chronic stress factors in dual career, often supposed to emerge from a lack of time, and 2) commitments and conflicts in personal goals.

1) CHRONIC STRESS FACTORS

Chronic Stress Factors Elite Athletes Encounter

- a. Exceeding requirements (e.g. work overload)
- b. Lack of satisfaction of needs (e.g. work dissatisfaction)
- c. Solicitude (e.g. chronic worries)

Findings:

- Top-level athletes encounter chronic stress slightly higher than normal athletes, however, the amount of time stress is the same
- Main chronic stress factors in squads are the difficulty of tasks
- Main chronic stress factors in education/job are the work overload University students encounter, however, the highest global stress levels were found in primary education
- At risk to encounter stressful situations:
 - B Kader athletes
 - Female athletes (60%) rather than male athletes
 - High school level students! → Exposure decreases with increasing age
 - No significant effects regarding amount of training and kind of sports

2) PERSONAL GOALS

The study has found the following decision priorities in personal goals:

- 55.1% sports career
- 29% education/job
- 15.9% private life

These goals are motivated by the following:

- 61% achievement goals
 - 23% relationship goals
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- 2% orientation goals (objects of professional life)

Findings

- Goals in sport and education/ profession are overall motivated by achievement and qualification priorities while private life is motivated by social aims
- Decisions between sport and education are perceived more difficult than between sport and private life
- The amount of goals dedicated to orientation, thus professional life, is very small (2%)
- Reconciling sport and education (dual career) is surprisingly perceived little difficult by high-performance athletes
- At risk: 15% top-level athletes stating both goal conflicts and decision problems

Limitations to the Study

- There are no comparisons to non-athletes
- The amount of answers is limited to 250
- The questionnaire has been undertaken ahead of Olympic Games when stress factors are perceived differently
- The factor "lack of money" has not been included in goals and the way they are set and chosen

Follow-up Actions

How to put a process in place and find athletes at risk should be worked out based on the given results.

Career Entry Programmes

Marcel Sandrock – Project Associate Olympic Center Berlin

In order to develop inside knowledge on recruiting programmes in German businesses, the Olympic Center Berlin is examining present career programmes among large-sized companies to define entry potentials for athletes.

Findings

- A study found that personality is the top criteria of recruiting an employee. → A chance for athletes
- Existing Employee Orientation Programs in companies (e.g. Daimler, Metro AG) suggest a personal tutor → He could act as a partner for athletes.

Challenges

- Develop further inside knowledge on recruitment programmes (Marcel Gölden is currently doing research on hiring processes of athletes)
- Open up career entry programmes designed for athletes in partnership with these companies
- The lack of knowledge in recruitment is seen as biggest difficulty (e.g. resumé sorts cut out athletes) → There is a need of educating employers on what to look for

Follow-up Actions for A2B

The group has to come up with recommendations on how to raise awareness on the added-value of athletes among employers!



Next Meetings

- 6-7 May, 2010 - Paris:
First A2B Workshop "Athletes and Career Programmes"
- 9-10 June, 2010 - Helsinki:
Second Study Visit