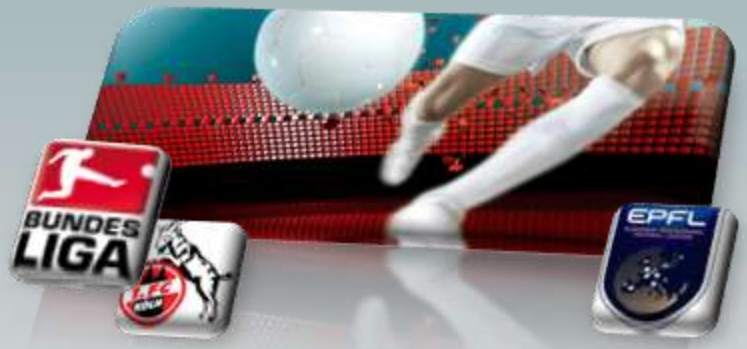
EPFL Workshop on
Youth Development
10 December 2009, Cologne
EPFL
BUNDES LIGA
1. FC KÖLN
BUNDES LIGA

Agenda

1. *Welcome and Introduction*
2. *Best Practice in Recruitment, Training, Education and Protection of Young players*
   - *EPFL General Recommendations*
   - *Youth Development System in Germany*
   - *Youth Development Criteria – UEFA Club Licensing System*
   - *Protection of Minors in the International Transfer Market*

<u>Lunch</u>

3. *Youth Academies and Training Infrastructure*
   - *Certification of Academies*
4. *Visit to 1.FC Köln Academy Center*
5. *Conclusion*



Welcome and Introduction

Holger Hieronymus

Chairman of the EPFL Committee on Players' Transfers and Players' Agents and Vice-CEO of the DFL

BUNDES LIGA

Welcome and Introduction

Michael Meier

CEO of 1. FC Köln and Member of the Managing Board of the League Association

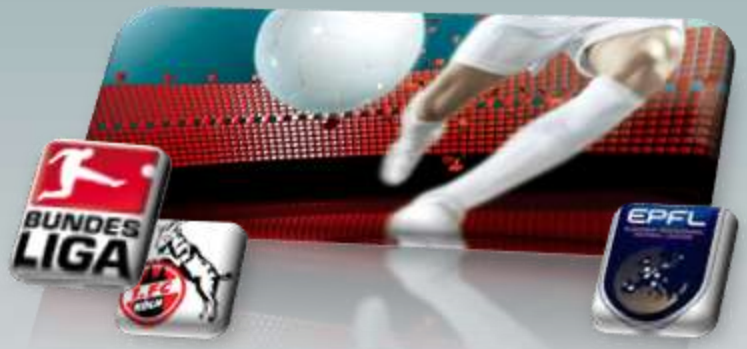
BUNDES LIGA

Agenda

1. *Welcome and Introduction*
2. *Best Practice in Recruitment, Training, Education and Protection of Young players*
   - *EPFL General Recommendations*
   - *Youth Development System in Germany*
   - *Youth Development Criteria – UEFA Club Licensing System*
   - *Protection of Minors in the International Transfer Market*

<u>Lunch</u>

3. *Youth Academies and Training Infrastructure*
   - *Certification of Academies*
4. *Visit to 1.FC Köln Academy Center*
5. *Conclusion*



EPFL General Recommendations

Holger Hieronymus
Chairman of the EPFL Committee on Players' Transfers and Players' Agents and Vice-CEO of the DFL

BUNDES LIGA

Timetable

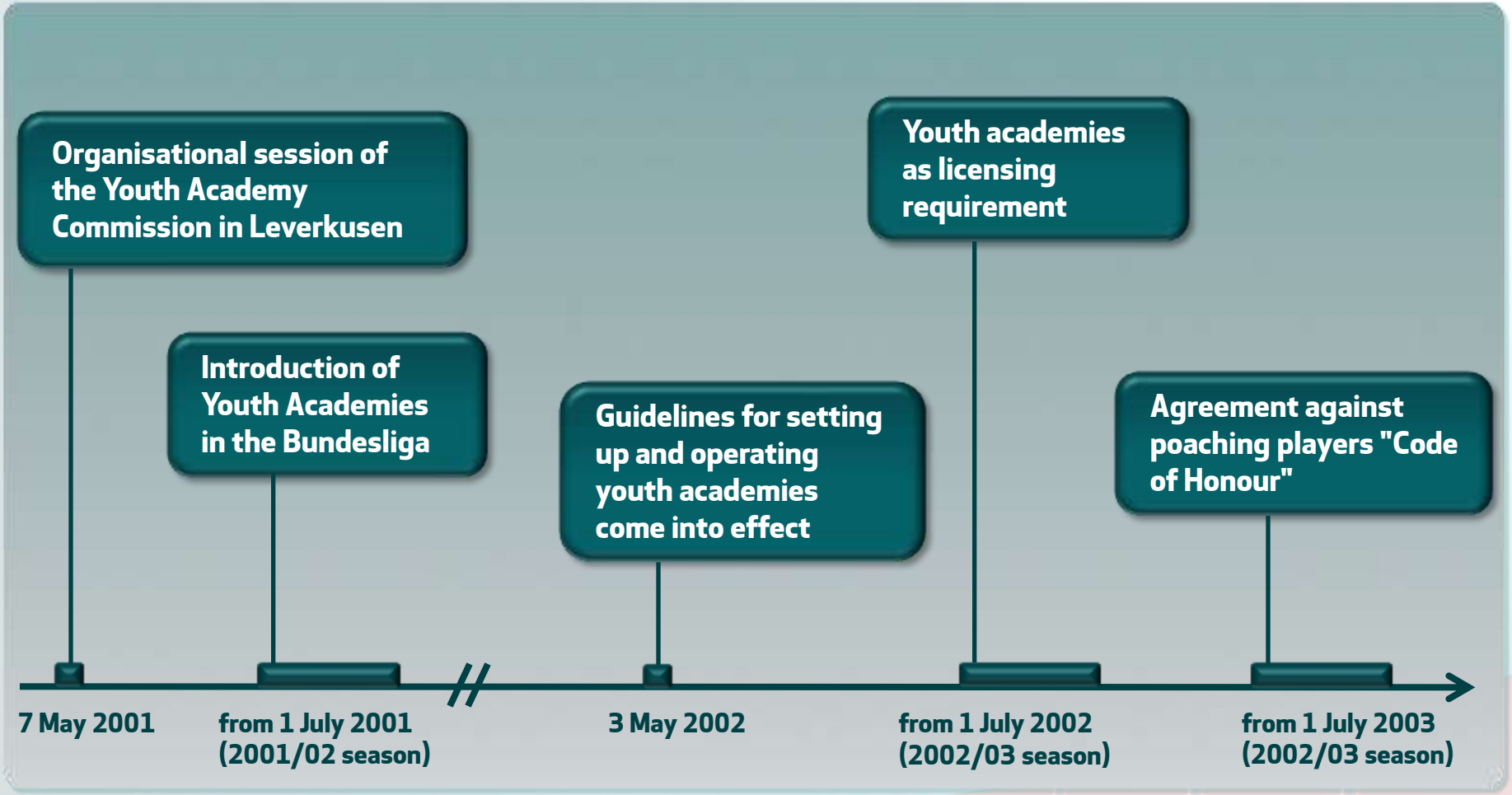
1. ***Youth Academies in Germany***
   - Development over the years
   - Licensing rules (LR)
   - Annex V of LR
   - Order of events
2. ***Facts and Figures***
3. ***Certification of Youth Academies***

Youth Academies in Germany

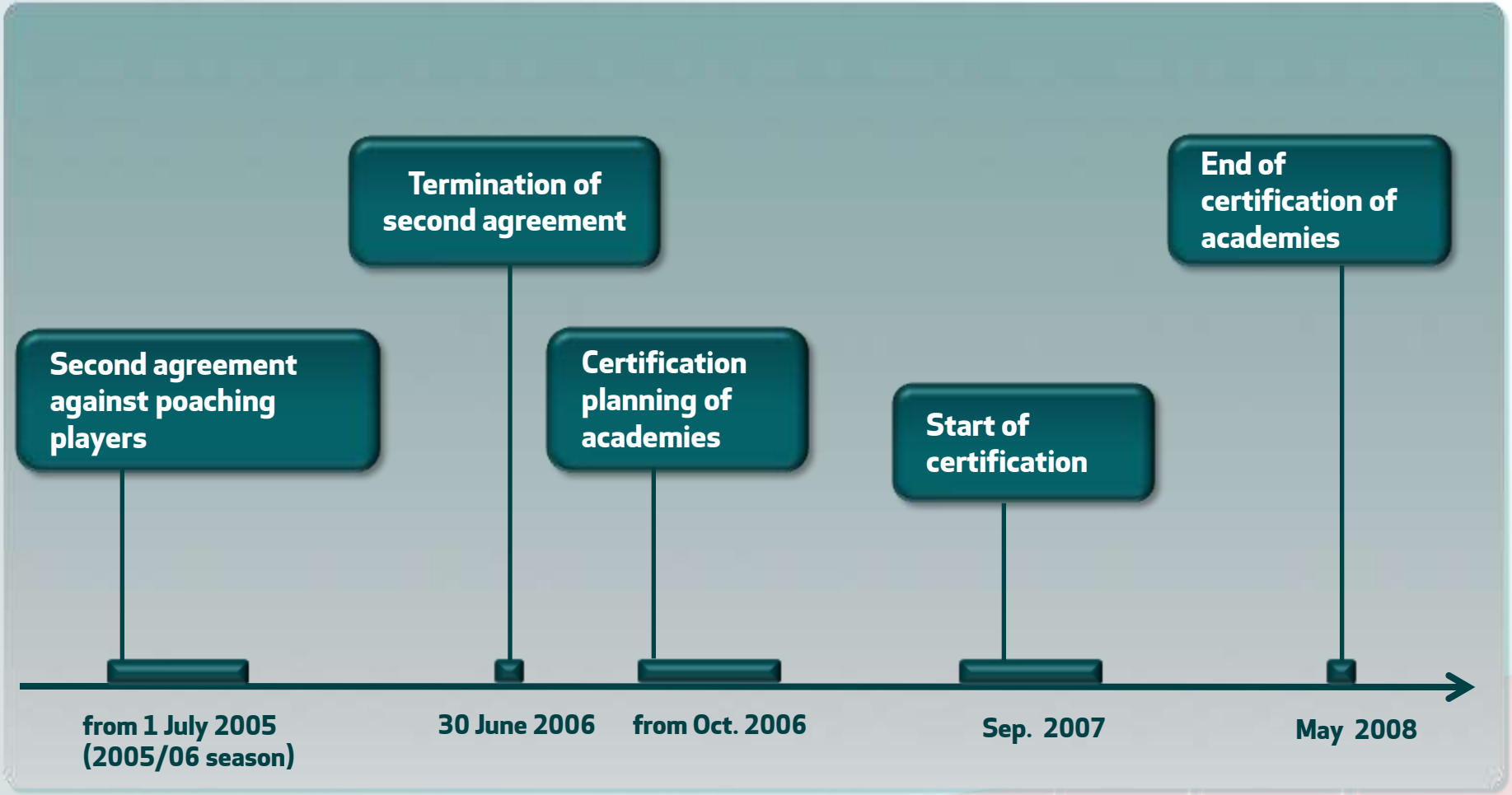
Video

„Intro Youth Academies“

Development over the years



Development over the years



Licensing Rules

Adjusting and orientation of the national regulations to the requirements of the UEFA Club Licensing Regulations (Clause 17-21)

3 Licensing Rules

- **The club applying for a licence has qualified in sporting terms,if it is able to show the sporting performance required as set out in the Regulations.**
- **For the purposes of promoting grass-roots and youth football the clubs are required to set up and operate a youth academy**

There are two categories of academies:

- the academies in the **Bundesliga** must comply with **Category I** requirements
- the academies in the **Bundesliga 2** must comply with **Category II** requirements

Annex V of LR

Annex V of LR

Annex V: *Guidelines for setting up and operating youth academies of the licensed league members*

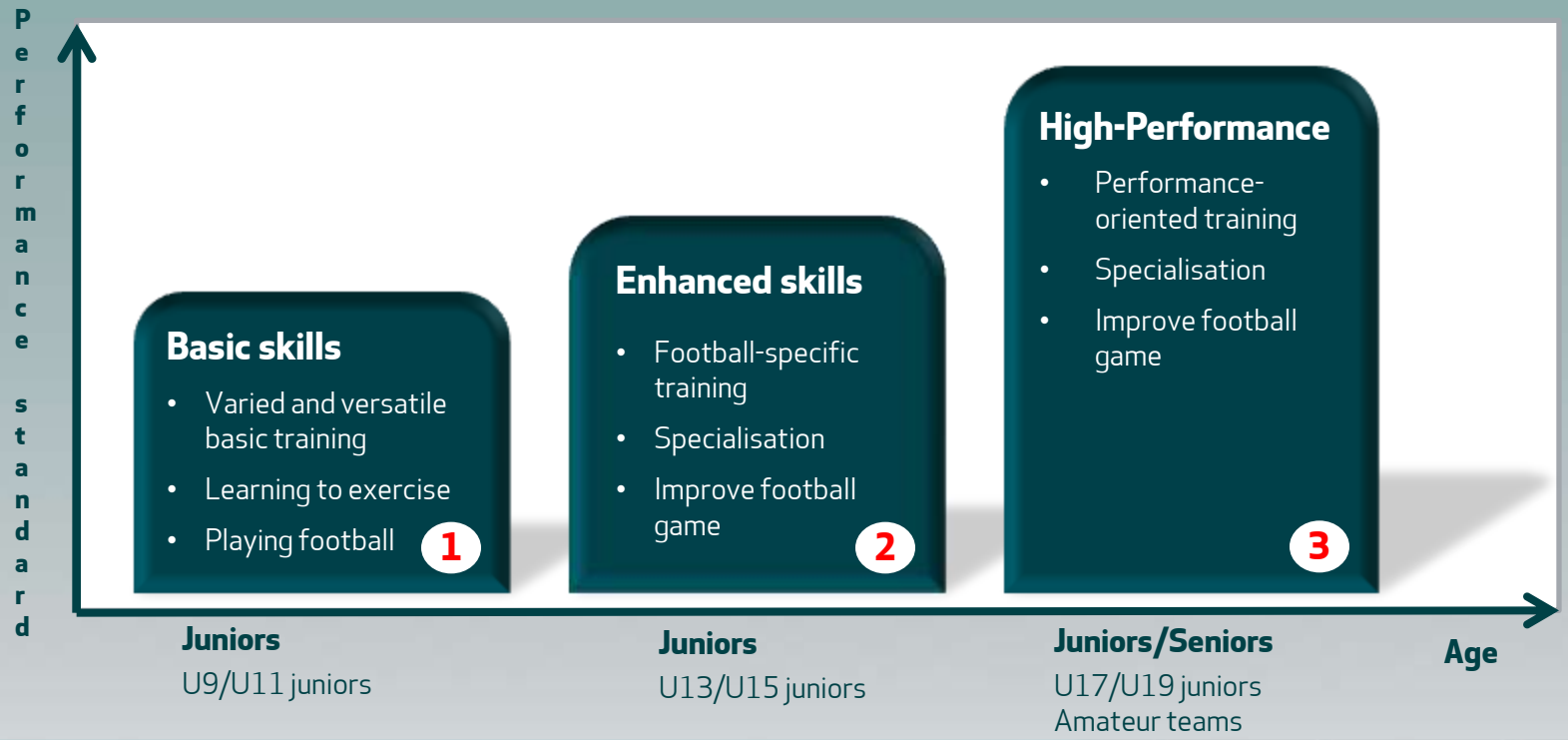
1. Objective:

Improvement and optimisation of young players' training and development at professional and upper amateur level

Annex V of LR

2. General infrastructure requirements for all academies

a) Structure of youth academies



Annex V of LR

2. General infrastructure requirements for all academies

b) Number of young teams at the academies

- ***Evidence of a minimum of 7 and a maximum of 9 teams at the enhanced skills and high-performance skills stage***
- ***Player numbers are limited as follows:***

Basic level (U9/U11 juniors):	no limit
Enhanced level (U13/U15 juniors):	up to 20 players (incl. goalie)
High-performance level (U17/U19 juniors):	up to 22 players (incl. goalie)
High-performance level (seniors):	up to 22 players (incl. goalie)

- ***At all times a minimum of 12 German players must be entitled to play at the high-performance level (U17/U19 juniors)***

Annex V of LR

3. Structural Requirements

Training
(turf pitches, etc.)

Sporting supervision
(coach incl. Licence, etc.)

Medical and physiotherapy area
(treatment rooms, etc.)

Medical and physiotherapy staff
(Physician, medical support)

Written Youth development programme
(Philosophy, etc.)

Off-pitch support and accommodation
(Boarding school, etc.)

Cooperation between school and club

Annex V of LR

4. Contracts binding players to clubs

„Development contracts" can be signed with U17/U19 players

- ***From age 16***
- ***Minimum wage €150 per month***
- ***For a maximum of 3 years + 2 years option (mutual)***
- ***Comparable with normal apprenticeships for other jobs***

Order of events

Registration of youth teams

Structural Requirements Annex V of LR #3 (a) to (g)

15 March

Lists of players

1 September

Confirmation of concluded medical checks

31 December

- **Submission of youth player contracts optional**

Facts and Figures

Facts and Figures

- Licensed youth centres and academies ensure that young players receive professional training
- Professional clubs maintained 270 teams (U12-U23) with over 5,000 players in the youth sector
- 91 players trained by the clubs managed to get into professional football and on to the pitch (Season 2008/2009)

Facts and Figures

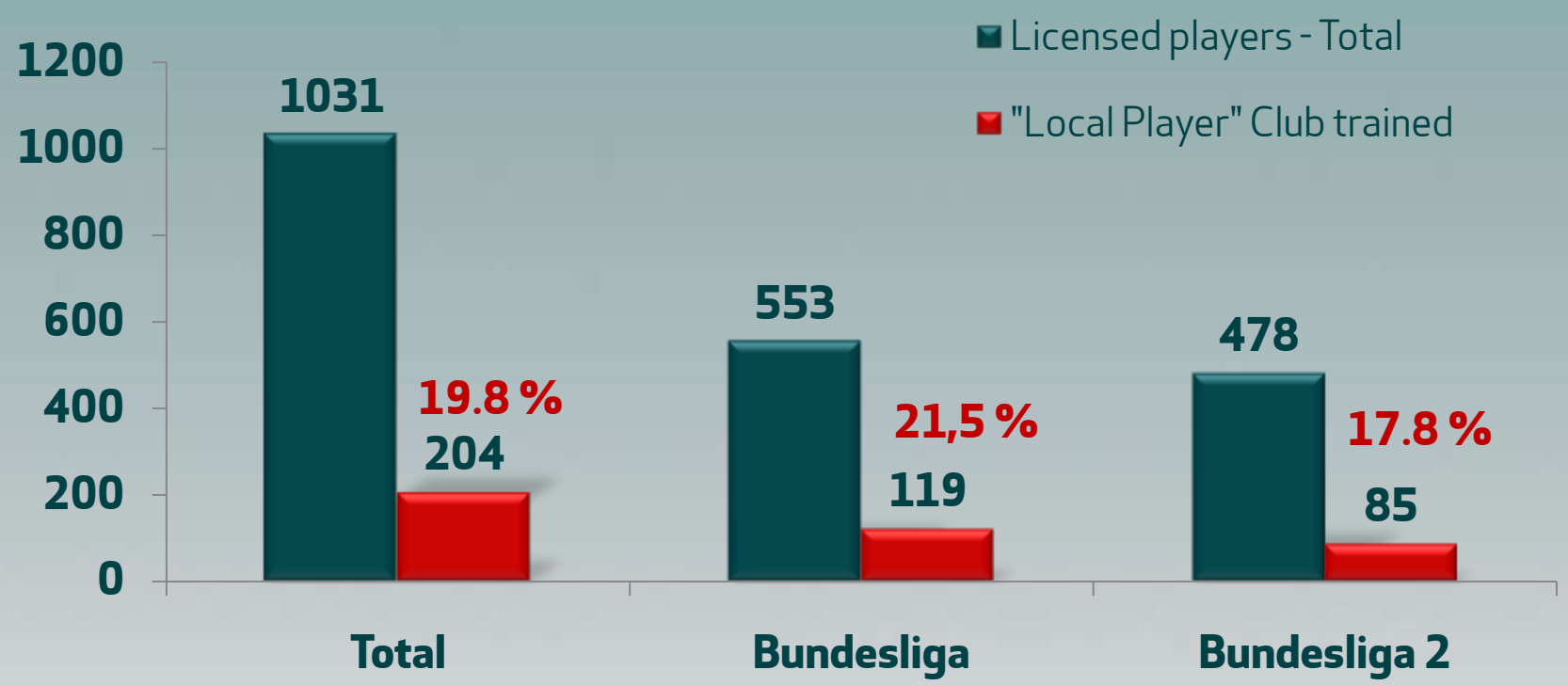
Almost €70 million spent on youth development!

Licensed clubs in €'000

Facts and Figures

Almost 20% of licensed players are club-trained "local players"!

As at: 4 December 2009



Video

„Report on Youth Academies using Gladbach as an example“

Certification of Youth Academies

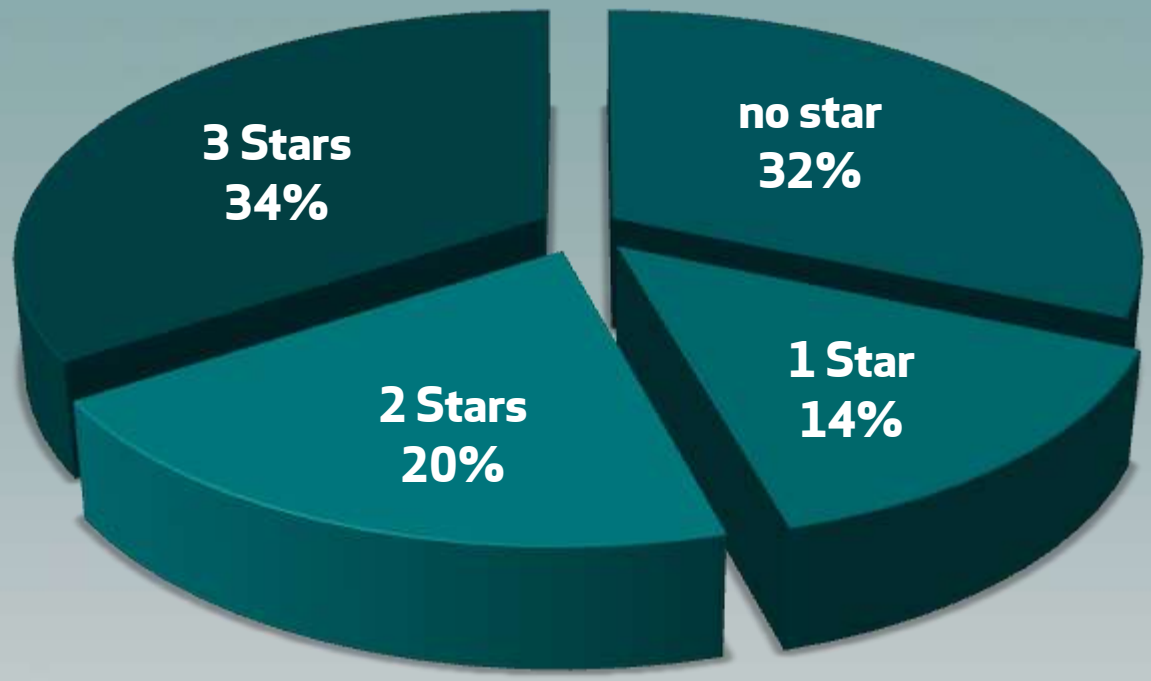
Certification of Youth Academies

Cooperation:

Goals: ***Certification for best-possible promotion of young players at the youth academies***

- *Quality analysis based on standardized parameters (software package)*
- *Optimization of a professional and effective promotion of young players*
- *Support for youth academy managers*
- ***Certification as basis for distribution of funds (UEFA CL fund)***

Certification results



- Pro-rata distribution of UEFA solidarity payments

EPFL General Recommendations

Holger Hieronymus
Chairman of the EPFL Committee on Players' Transfers and Players' Agents and Vice-CEO of the DFL

BUNDES LIGA

Youth Development System in Germany

Christoph Henkel
Managing Director
Youth Academy 1. FC Köln

BUNDES LIGA

1. FC Köln Academy

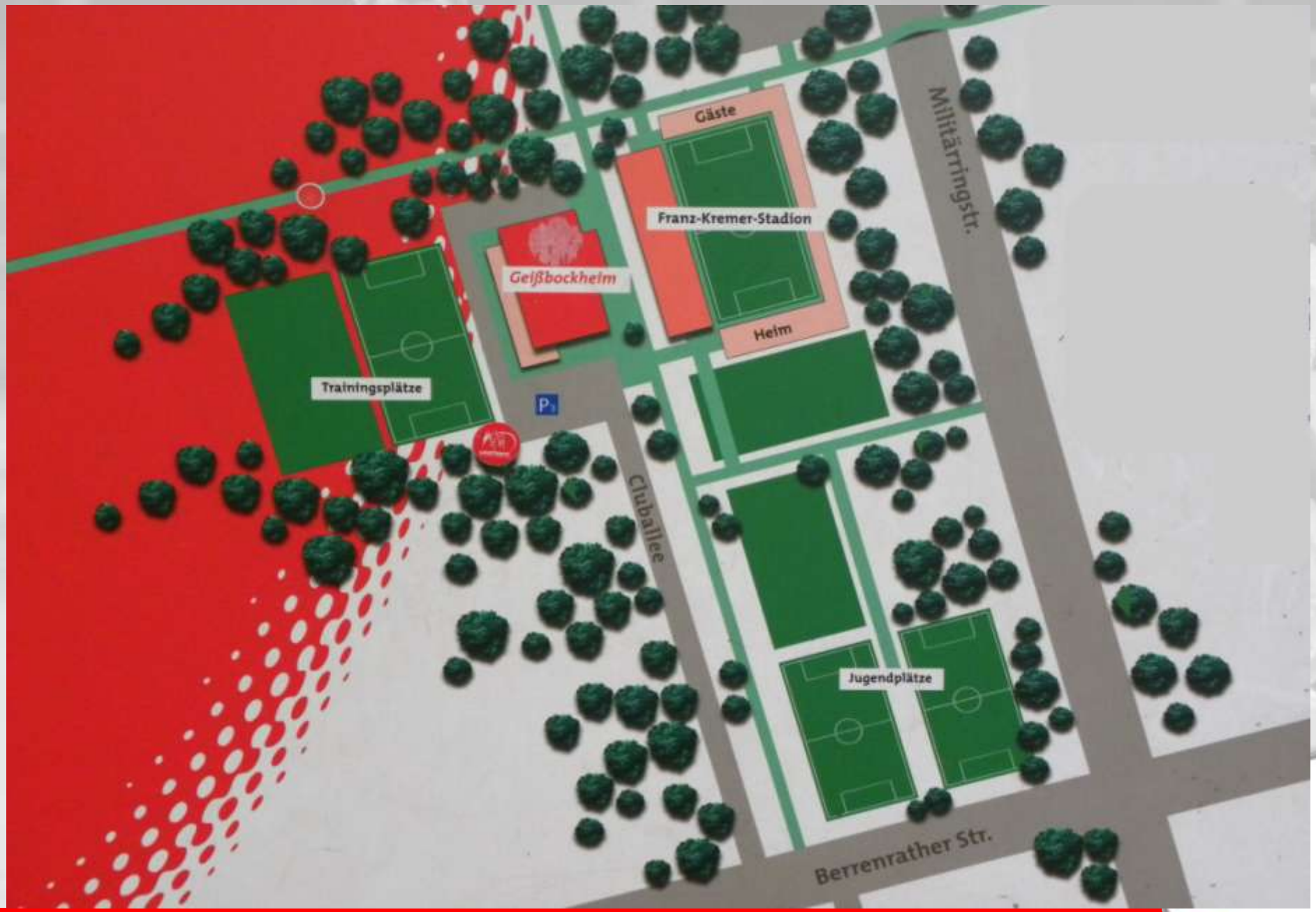
WWW.FC-KOELN.DE

1. FC Köln Academy

WWW.FC-KOELN.DE

Agenda

- Administration / Strategy
- Organisation
- Development
- Support
- Internal Marketing
- External Marketing



FC. RheinEnergieSportpark

WWW.FC-KOELN.DE

Facts

- 12 Teams (U23 – U8)
- 7 Women‘s and Girl‘s teams
- 206 Men / 127 Women
- 8 Professional coaches
- 4 Office workers for organisation
- 37 Part-time coaches
- 11 Team-managers
- 8 People in the medical area
- 26 Charity workers
- 12 After-school teachers
- 16 Drivers
- 8 FSJ (social year)

Facts

- 6 Cooperating schools
- About 35 players
- Twice a week individual training in the morning
- Lunch
- Long-distance learning

Best developed training possibilities

Development of personality and team spirit

Holistic encouragement

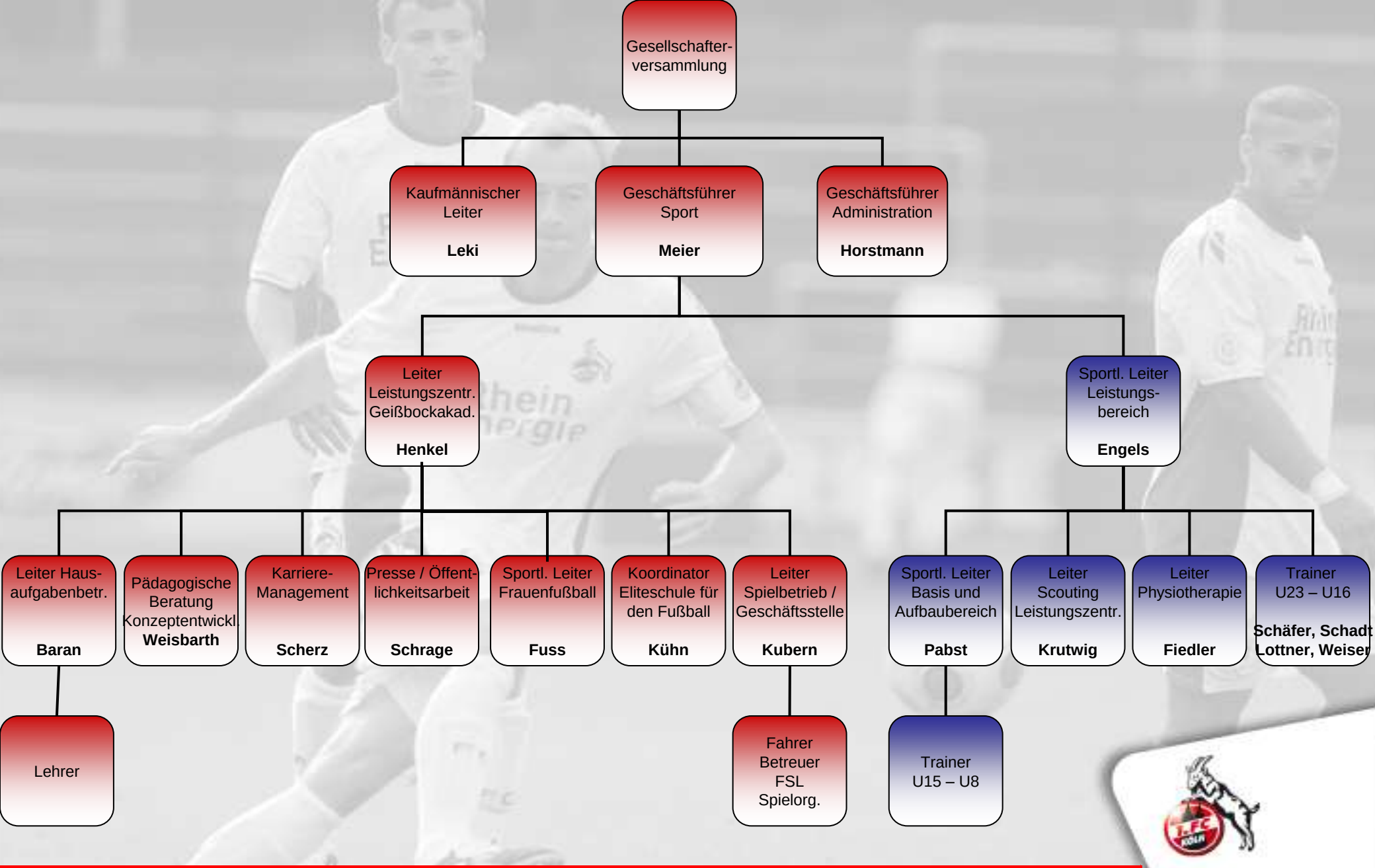
Players that make the differnece!

Individual development

Development of independence and personal responsibility

Identification and connectivity

FC. Administration / Strategy

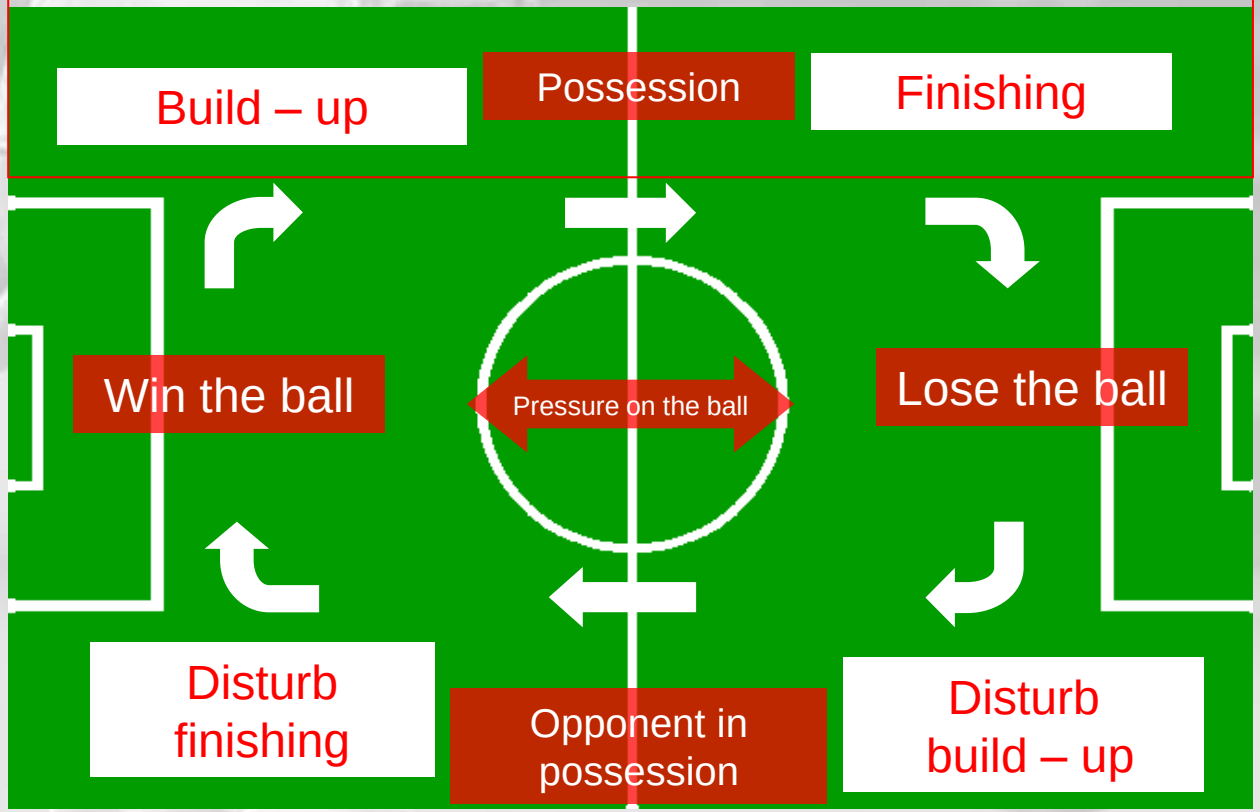


FC. Organization

WWW.FC-KOELN.DE

- Possession
- Combination play

- Change point of attack
- Creative play (1 v. 1)
- Finishing of attack



- Save the ball
- Play deep
- Use field

Chasing the ball

- Taking basic order quickly
- Numbers – up at ball
- Pressure on the ball
- Immediate attacking of the ball

- Pressing
- Defending as a team
- Ball – oriented defense

- Numbers – up at ball
- Close marking
- Double – attack
- Playing keeper

FC. Instruction

Plan of the month U15

1st week				2nd week				3rd week				4th week			
Mo	Tu	We	Th	Mo	Tu	We	Th	Mo	Tu	We	Th	Mo	Tu	We	Th
Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique
Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation
Game 4 - 4 Tennis	Fitness-training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness-training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness-training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness-training	Tactics	Tactics
		Game	Game			Game	Game			Game	Game			Game	Game

next slide

1st week				2nd week				3rd week				4th week			
Mo	Tu	We	Th	Mo	Tu	We	Th	Mo	Tu	We	Th	Mo	Tu	We	Th
Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique	Tech-nique	Indivi-dual training	Tech-nique	Tech-nique
Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation	Coordi-nation		Coordi-nation	Coordi-nation
Game 4 - 4 Tennis	Fitness training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness training	Tactics	Tactics	Game 4 - 4 Tennis	Fitness training	Tactics	Tactics
						Tech-nique	Tech-nique							Tech-nique	Tech-nique
		Game	Game			Game	Game			Game	Game			Game	Game

Technique

Dribbling/Feinting	Passing/Shooting	Ball controll	1 v. 1/Heading
	TTM (Tricks, Turns, Moves)		

Coordination

Footworking	Jumping	Footworking	Skills

Tactics

Possession	Possession	Possession	Possession

Individual training

	Positions: Defense, Midfield, Wings, Attack		

Performance diagnostics
Fa. Wallenborn

Mental support
DSHS Köln

Career management
Scherz

School support
GBA

Personality-development
Sozialpartner

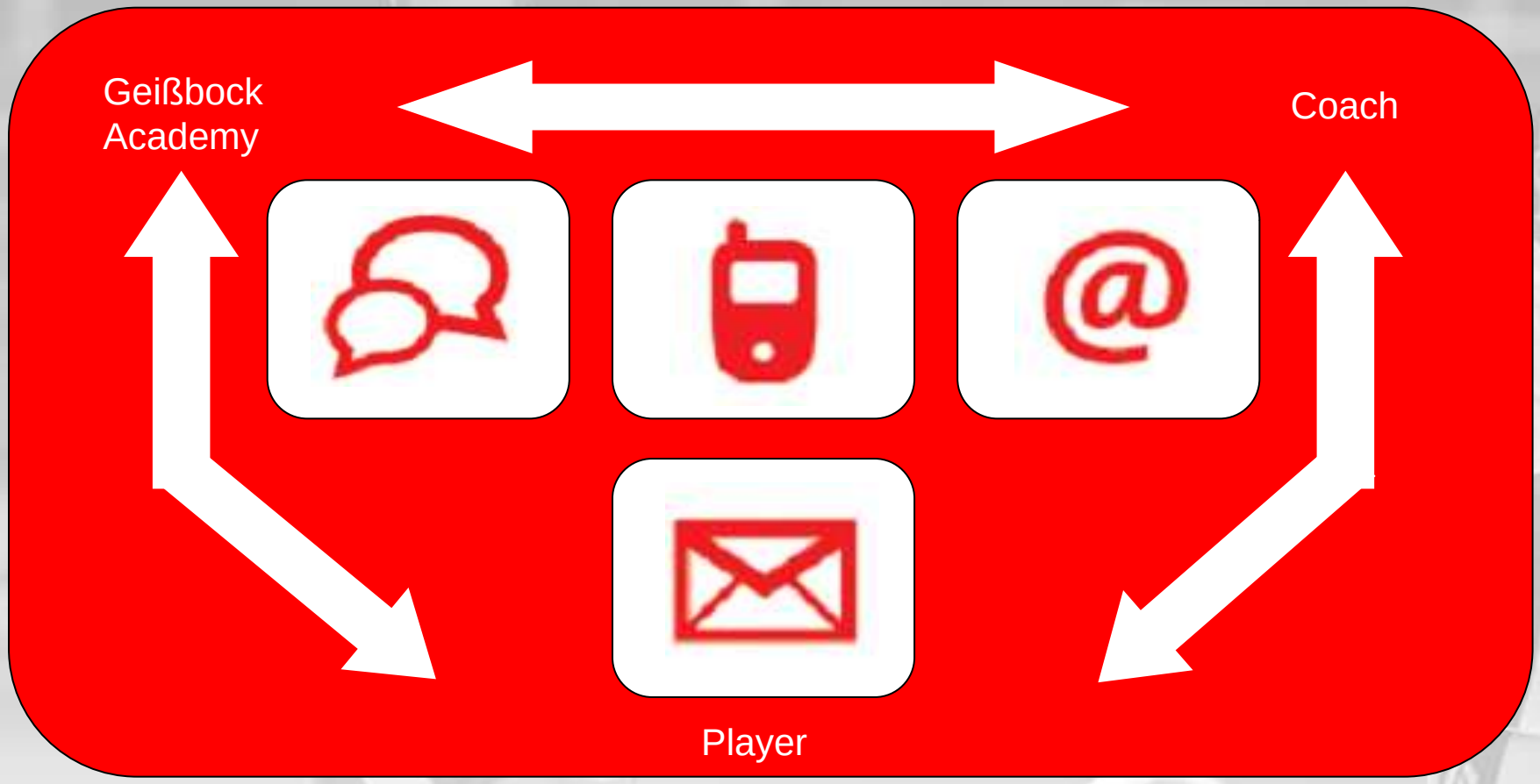
Video-analysis
SportsLab

Educational support
Sportinternat Köln

Medical care
Media Park Klinik

FC. Support

WWW.FC-KOELN.DE

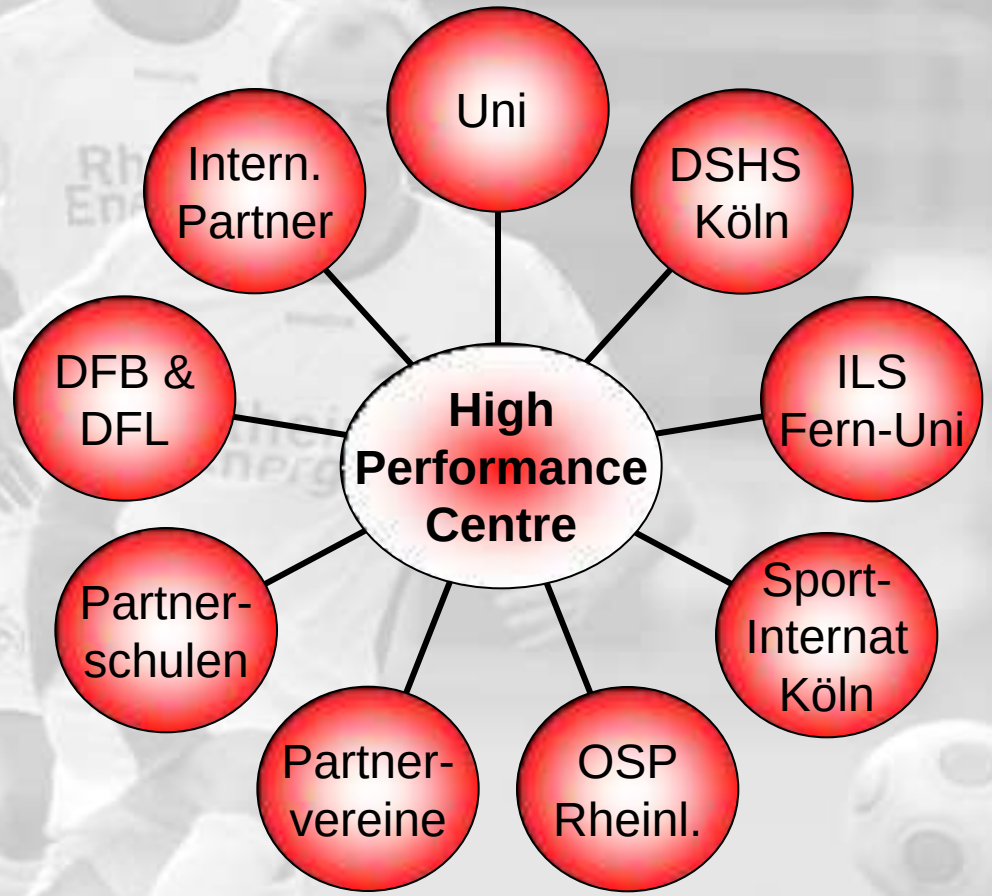


Test

Communication → Culture of Team-Spirit → Success

FC. Internal marketing

WWW.FC-KOELN.DE



FC. External communication

Scouting

- Close area (Scouting-Team-Close area):
  Mittelrhein (Focus: Cologne and surroundings), Niederrhein, Rheinland, Rhein-Ahr, Siegen/Olpe, (Westfalen)

- Intensive classification U7 to U15 in the area of Cologne,
- From U10 whole FVM-area (bordering areas),
- From U12 und U14 development of Scouting-action:
  (from U14: national scouting and selective international scouting with more tightly focused on certain areas)

Cooperating Clubs

GeißbockCup (80 Teams)

Social Partner

What does GBA offer?

- Best education at school and in sport
- Diversified sports programs for recreational activities
- Lunch
- 20 teachers for 50 pupils

What are the aims of the GBA?

- Assure success in school
- Lead talents of the region to the professional team
- Raise the identification of the player with the club

Which methods does the GBA work with?

- Homework-assistance with certain offers
- Private teaching
- Group teaching
- Workshops

What are the advantages of the GBA?

- Time is used effectively by minimization of distance and by shuttle service
- Flexibility by developing the timetable
- Dates of class test and sport events are synchronised
- Selective release of physical education for additional study and training sessions
- Pupils/Players can live in the „Sportinternat“ or in host families

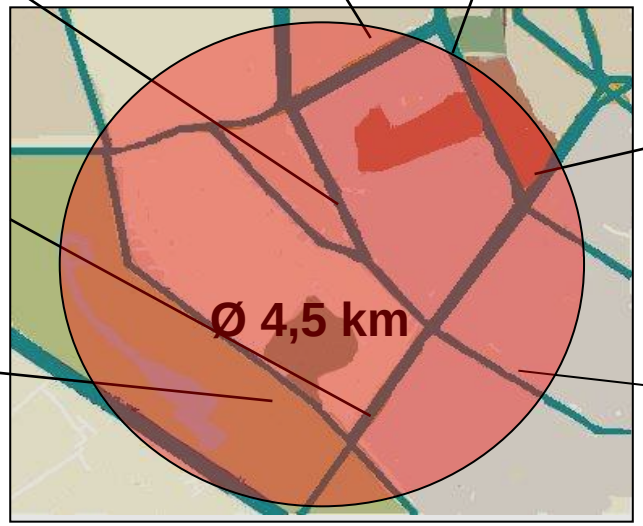
Hauptschule Mommsenstraße

Apostelgymnasium

Berufskolleg an der Lindenstraße

Elsa-Brändström-Realschule

Geißbockheim



Hildegard-von-Bingen Gymnasium

Alfred-Müller-Armack Berufskolleg

FC. External marketing

WWW.FC-KOELN.DE

Classes in one of the **6 Cooperating Schools** or **ILS**

(5 days a week)

GeißbockAkademie
(2-5 days a week)

Morning-training
(1-2 days)

Noon-training
(1-2 days)

Training
(4-5 days a week)

8.00 **12.00** **16.00** **20.00**

Weekly timetable for pupils/players GBA

WWW.FC-KOELN.DE

Thank you for your attention!

Any questions…?

…please don´t hesitate to ask!

Youth Development System in Germany

Christoph Henkel
Managing Director
Youth Academy 1. FC Köln

BUNDES LIGA

Youth Development Criteria – UEFA Club Licensing System

Simon Patrick
UEFA Advisory Manager

BUNDES LIGA

Club Licensing System

Cologne, 10 December 2009

EPFL Workshop on Youth Development

Simon Patrik, UEFA Advisory Manager Club Licensing

Club Licensing Criteria on Youth Football

Agenda

1. UEFA Club Licensing: basic approach
2. Youth football and « Financial Fair-Play »
3. Existing criteria in UEFA Club Licensing Regulations 2008
4. Potential improvements of criteria

Club Licensing Criteria on Youth Football

1. UEFA Club Licensing: basic approach

Article 1 – *Scope of application*

1 These regulations apply whenever expressly referred to by specific regulations governing a club competition to be played under the auspices of UEFA (hereinafter: UEFA club competition).

2 These regulations govern the rights, duties and responsibilities of all parties involved in the UEFA club licensing system and define in particular:

a) the minimum requirements to be fulfilled by a member association in order to act as a licensor for its clubs as well as the minimum procedures to be followed by the licensor in the assessment of the criteria (section II);

b) the licence applicant as well as the licence for entering the UEFA club competitions (section III);

c) the minimum sporting, infrastructure, personnel and administrative, legal and financial criteria to be fulfilled by a club in order to be granted a licence by a member association for entering the UEFA club competitions (section IV).

Club Licensing Criteria on Youth Football

1. UEFA Club Licensing: basic approach

Article 2 – *Objectives*

The UEFA club licensing system has the following objectives:

a) Further promotion and continuous improvement of the standard of all aspects of football in Europe and continuing priority given to the training and care of young players in each club;

b) Assuring that a club has an adequate level of management and organisation;

c) Adaptation of clubs' sporting infrastructure to provide players, spectators and media representatives with well-appointed, well-equipped and safe facilities;

d) Improvement of the economic and financial capability of the clubs, increasing their transparency and credibility, and placing the necessary importance on the protection of creditors;

e) Safeguarding the continuity of international competitions for one season;

f) Monitoring the financial fair play in the competitions;

Club Licensing Criteria on Youth Football

2. Youth football and "Financial Fair-Play"

Overarching Purpose

"Improve financial fairness in European competitions and long term stability of club football"

Specific Objectives

- Introduce more discipline and rationality in the club football finances
- Decrease pressure on player's salaries and transfer fees and limit inflationary effect
- Encourage clubs to compete with their revenues
- Ensure clubs settle their liabilities on a timely basis
- Encourage investment for the long term benefit of the club, such as, investment in infrastructure (sports facilities), and in youth
- Protect long-term viability and sustainability of European club football

Club Licensing Criteria on Youth Football

2. Youth Football and "Financial Fair-Play"

Concept

- Built on top of the current club licensing scheme – 'enhanced' club licensing regulations
- Focus on European competitions only as in the case of licensing
- Overall assessment both from a Profit & Loss and Liquidity perspective
- Compatible with standard international rules of evaluation of enterprises
- Incentive to attract, not dissuade, good investors to the football business
- Monitoring through the UEFA Club Financial Control Panel

UEFA Club Licensing Regulations – Edition 2008

3. Criteria

Article 17 – *Youth development programme*

1 The licence applicant must have a written youth development programme approved by the licensor.

2 The programme must cover at least the following areas:

a) Objectives and youth development philosophy;
b) Organisation of youth sector (organisational chart, bodies involved, relation to licence applicant, youth teams etc.);
c) Personnel (technical, medical, administrative etc.) and minimum qualifications required;
d) Infrastructure available for youth sector (training and match facilities, other);
e) Financial resources (available budget, contribution by licence applicant, players or local community etc.);
f) Football education programme for the different age groups (playing skills, technical, tactical and physical);
g) Education programme on the *Laws of the Game*;
h) Medical support for youth players (including medical checks);
i) Review and feedback process to evaluate the results and the achievements of the set objectives;
j) Validity of the programme (at least three years but maximum seven).

UEFA Club Licensing Regulations – Edition 2008

3. Criteria

Article 17 – *Youth development programme*

3 The licence applicant must further ensure that:

a) every youth player involved in its youth development programme has the possibility to follow mandatory school education according to national law; and

b) no youth player involved in its youth development programme is prevented from continuing his non-football education.

UEFA Club Licensing Regulations – Edition 2008

3. Criteria

Article 18 – *Youth teams*

1 The licence applicant must at least have the following youth teams within its legal entity or affiliated to its legal entity:

a) At least two youth teams within the age range of 15 to 21;
b) At least one youth team within the age range of 10 to 14;
c) At least one team below the age of 10.

2 Each youth team, except those below the age of 10, must take part in official competitions or programmes played at national, regional or local level and recognised by the national association.

UEFA Club Licensing Regulations – Edition 2008

3. Criteria

Article 25 – *Training facilities – Availability*

1. The licence applicant must have training facilities available throughout the year.
2. If the licence applicant is not the owner of the training facilities, it must provide a written contract with the owner(s) of the training facilities.
3. It must be guaranteed that the training facilities can be used by all teams of the licence applicant during the season to be licensed taking into account its youth development programme.

Article 26 – *Training facilities – Minimum infrastructure*

As a minimum the infrastructure of the training facilities must include outdoor and indoor facilities, dressing rooms and a medical room.

UEFA Club Licensing Regulations – Edition 2008

4. Issues under revision

Article 17 – *Youth development programme*

1 The licence applicant must have a written youth development programme approved by the licensor.

2 The programme must cover at least the following areas:

a) Objectives and youth development philosophy;
b) Organisation of youth sector (organisational chart, bodies involved, relation to licence applicant, youth teams etc.);
c) Personnel (technical, medical, administrative etc.) and minimum qualifications required;
d) Infrastructure available for youth sector (training and match facilities, other);
e) Financial resources (available budget, contribution by licence applicant, players or local community etc.);
f) Football education programme for the different age groups (playing skills, technical, tactical and physical);
g) Education programme on the *Laws of the Game*;
h) Medical support for youth players (including medical checks);
i) Review and feedback process to evaluate the results and the achievements of the set objectives;
j) Validity of the programme (at least three years but maximum seven).

→ *Categorisation of programmes by NA's ?*
→ *Additional minimum content to be defined ?*
→ *Further break-down of minimum content ?*

UEFA Club Licensing Regulations – Edition 2008

4. Issues under revision

Article 18 – *Youth teams*

1 The licence applicant must at least have the following youth teams within its legal entity or affiliated to its legal entity:

a) At least two youth teams within the age range of 15 to 21;
b) At least one youth team within the age range of 10 to 14;
c) At least one team below the age of 10.

2 Each youth team, except those below the age of 10, must take part in official competitions or programmes played at national, regional or local level and recognised by the national association.

→ *More than 4 youth teams to be required ?*
→ *In which age range ?*

UEFA Club Licensing Regulations – Edition 2008

4. Issues under revision

Article 25 – *Training facilities – Availability*

1 The licence applicant must have training facilities available throughout the year.

2 If the licence applicant is not the owner of the training facilities, it must provide a written contract with the owner(s) of the training facilities.

3 It must be guaranteed that the training facilities can be used by all teams of the licence applicant during the season to be licensed taking into account its youth development programme.

Article 26 – *Training facilities – Minimum infrastructure*

As a minimum the infrastructure of the training facilities must include outdoor and indoor facilities, dressing rooms and a medical room.

→ *25-3: to be defined more prescriptively ?*

→ *Minimum infrastructure to be further detailed?*

Club Licensing Criteria on Youth Football

Aim: **UEFA ExCo approval of revised CL regulations in May 2010**

For further suggestions: **→ simon.patrik@uefa.ch**

Youth Development Criteria – UEFA Club Licensing System

Simon Patrick
UEFA Advisory Manager

BUNDES LIGA

Protection of Minors in the international Transfer Market

José Luis Astiazarán
President of the Spanish Football League,
Member of the EPFL Board of Directors and
EPFL Representative at the FIFA Sub-Committee
on the Status on Players

BUNDES LIGA

Liga de Fútbol Profesional www.lfp.es

LFP

“Protection of minors”

in international football market

José Luis Astiazarán Irlondo
President

Spanish Professional Football League
Köln, 30th of November 2009

Agenda

1. **Current Situation of Player movements**

2. **Different approaches to safeguard the development of future footballers**

   a) EPFL Best Practice in Recruitment, Training, Education and Protection of young players

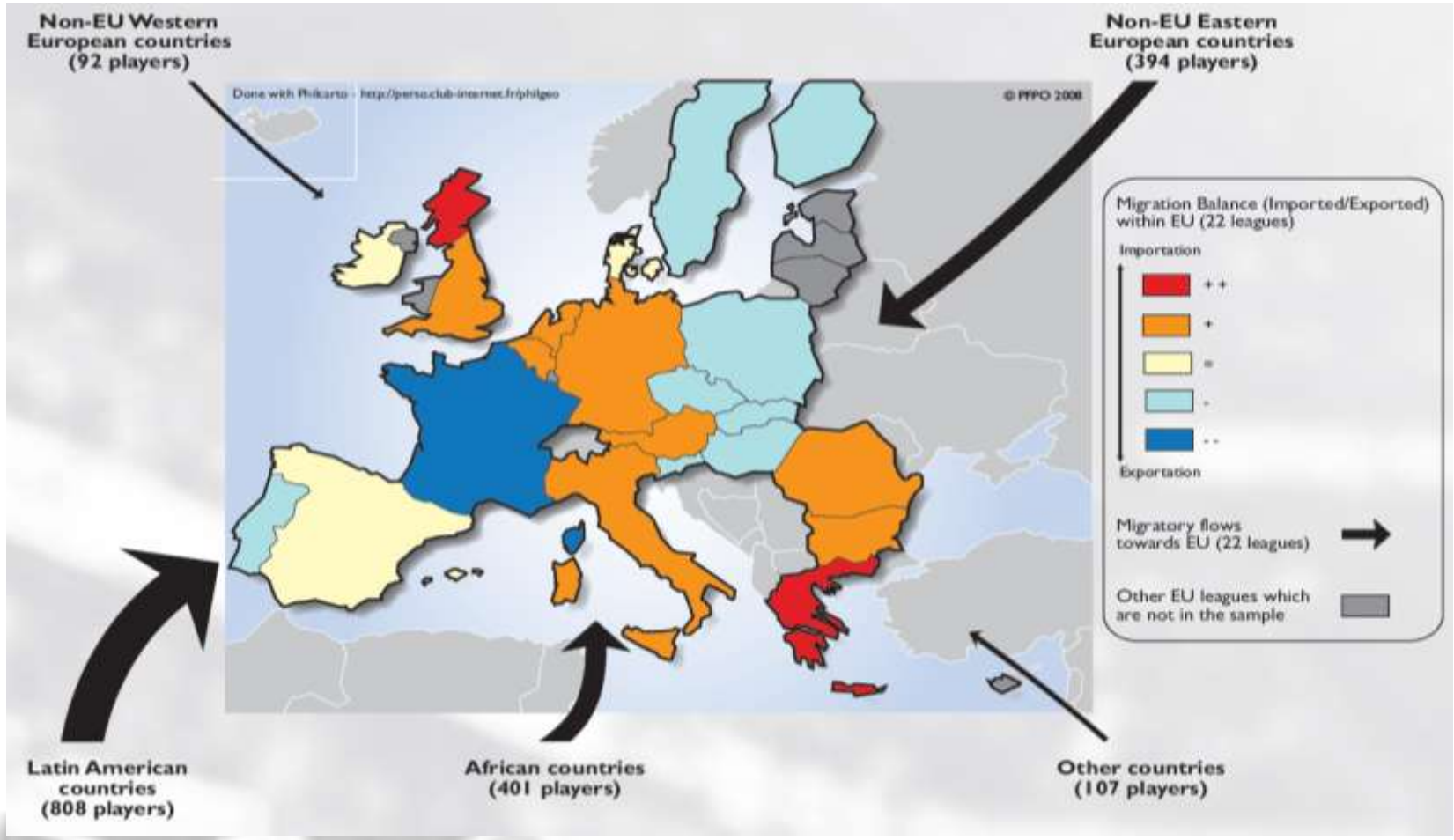
   b) Home Grown Player Rule & PFSC U18 Transfer ban

   c) FIFA 6+5

3. **FIFA Subcommittee of Players Status committee on Protection of Minors**

LFP Liga de Fútbol Profesional www.lfp.es

Current Situation of player movements



Demographic study of Footballers in Europe 2008; Professional Football Players Observatory

Liga de Fútbol Profesional www.lfp.es
LFP

Current Situation of player movements

Countries	Players	Non-eligible	% non-eligible season 06-07	% non-eligible season 07-08	Evolution
ENG	471	280	55.4	59.4	4.0
ESP	469	181	34.3	38.6	4.3
FRA	489	162	32.2	33.1	0.9
GER	428	206	44.8	48.1	3.3
ITA	470	173	28.9	36.8	7.9
TOTAL	2’327	1’002	38.9	43.1	4.2

Liga de Fútbol Profesional www.lfp.es
LFP

Different approaches to safeguard and protect the development of future footballers

EPFL Best Practice in Recruitment, Training, Education and Protection of young players

PROTECTION OF MINORS

International Transfer of Minors

"The international transfers of minors are regulated by the FIFA Regulations on the Status and Transfer of Players. The enforcement of these <u>Regulations should be strengthened</u> in order to effectively <u>prevent any unlawful practices</u> and ensure the desired protection of minors."

"All young players registered by a Club or submitted to trials should have their respective <u>situation duly legalized</u> before the relevant immigration authorities. "

"As a relevant part of the respective training and education program, Clubs should make their best efforts to <u>adjust all foreign young players to the local culture</u>, by carrying out language courses and other relevant social activities."

Liga de Fútbol Profesional www.lfp.es
LFP

Different approaches to safeguard and protect the development of future footballers

UEFA Home Grown Player Rule

"…As a minimum, places 18 to 25 on List A <u>(eight places) are reserved exclusively for "locally trained players"</u> and no club may have more than four "association-trained players" listed in places 18 to 25 on List A…"

(UCL 09/10 competition regulation)

"UEFA rule on 'home-grown players': <u>compatibility with the principle of free movement of persons</u>"

(IP/08/807 Brussels, 28 May 2008)

"More than 25 UEFA member association and/or their respective professional leagues have <u>successfully introduced</u> the same or similar rules in their regulations"

<u>Scope:</u>

- Increase the club willingness to form players rather than transfer them and to safeguard the personal development of players.

Liga de Fútbol Profesional www.lfp.es
LFP

Different approaches to safeguard the development of future footballers

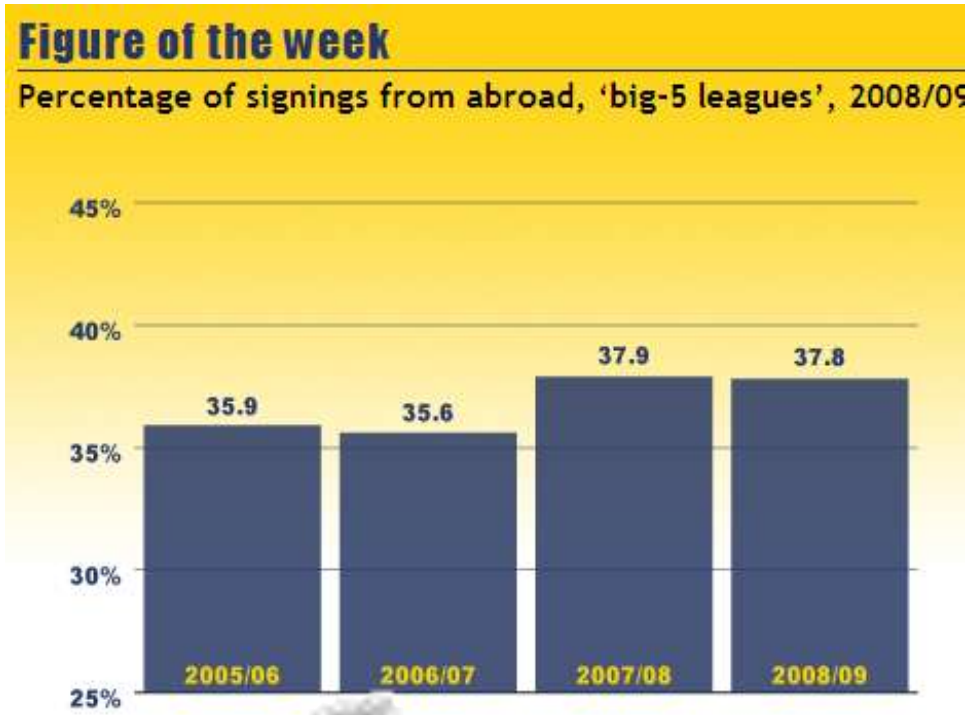
UEFA Professional Football Strategy Council
09.03.2009

"With regard to the <u>protection of young players</u> and <u>encouragement of youth development</u>, the Professional Football Strategy Council agrees that no international transfers (or first registration of non-nationals) of players under 18 into Europe or within Europe should be permitted. This means in particular that the third exception foreseen today in Article 19, paragraph 2 b), of the FIFA Regulations for the Status and Transfer of Players, and which relates only to the EU/EEA, should be reviewed in order to guarantee that the same system regarding transfer bans of under-18 year old players applies both within and outside Europe and that this system is strictly monitored"

Liga de Fútbol Profesional www.lfp.es
LFP

Different approaches to safeguard and protect the development of future footballers

Outcome of the current implemented measures



2008/2009

Decreased numbers in

- **National transfers (-80)**
- **International transfers (-51)**

Liga de Fútbol Profesional www.lfp.es
LFP

Different approaches to safeguard and protect the development of future footballers

FIFA 6+5

"At the beginning of each match, each club must field at least 6 players eligible to play for the national team of the country of the club."

Scope

- **Protection of national teams, players and training clubs**
- **Harmony and Balance in FIFA competitions**
- **Safeguarding**
  - **I.** **Education** and training of young players
  - **II.** **Investment** of training clubs
  - **III.** **Values** of effort and motivation in football, particularly for young players.

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

FIFA CONGRESS 2009

1. **Decision of the FIFA Executive Committee**

   - Enhancement of the regulations to better protect under-age players
     - To ensure exceptional circumstances (cf. article 19 par. 2) are applied correctly

   - Creation of a sub-committee composed of 11 members (Confederations, EPFL, ECA and FIFPRO)
     - To approve every international transfer of a minor player and every first registration of a minor player who is not a national of the country in which he wishes to be registered for the first time

2. **These provisions entered into force on 1 October 2009 in the FIFA Regulations on the Status and Transfer of Players**
   - Article 19 par. 4
   - Annexe 2: procedure

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

Legal basis > Article 19

FIFA Regulations on the Status and Transfer of Players

Article 19 – Protection of minors

International transfers of players are only permitted if the player is **over the age of 18**.
The following three exceptions to this rule apply:

- The player's parents move to the country in which the new club is located for **reasons not linked to football**;
- The player is over 16 and is moving within the **territory of the EU/EEA**;
- Both player and club are **within 50 km of their common border** and the maximum distance between the two is 100 km;

- Player has lived continuously for at least five years in the country of intended registration prior to the request (legal precedent/jurisprudence)
- The conditions of this article shall also apply to any player who has never previously been registered with a club and is not a national of the country in which he wishes to be registered for the first time
- Each association shall ensure the respect of this provision by its clubs

FIFA Subcommittee of Players Status committee on Protection of Minors

Legal basis > Article 19

FIFA Regulations on the Status and Transfer of Players

Addition to article 19 par. 4 (paraphrased)

- Every international transfer and every first registration is subject to the approval of the sub committee
  - The application for approval shall be made by the registering association
  - The former association may submit its position (within seven days)
  - The sub-committee's approval is necessary prior to the request of an international transfer certificate (ITC) or first registration
- Any violations of this provision will be sanctioned by the Disciplinary Committee in accordance with the FIFA Disciplinary Code.
- Sanctions may also be imposed on the former association for issuing an ITC without the approval of the sub-committee, as well as on the clubs that reached an agreement for the transfer of a minor.

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

Legal basis > Annexe 2

FIFA Regulations on the Status and Transfer of Players

Addition: Annexe 2 (paraphrased)

- Procedure governing applications for first registration and international transfer of minors (art. 19 par. 4), managed by TMS.

Article 2

- All member associations shall check the "Minors" tab in TMS at regular intervals (at least every three days)

Article 4

- All parties involved in proceedings shall act in good faith and are obliged to tell the truth.
- Any violations will be sanctioned by the Disciplinary Committee.

Article 5

- The application shall be entered in TMS by the association concerned.
- Any other applications will not be considered.
- Depending on the details of the case in question, the association that submits an application shall also mandatorily enter specific documents. An application will only be processed if all obligatory documents have been submitted.

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

Legal basis > Annexe 2

FIFA Regulations on the Status and Transfer of Players

Addition: Annexe 2 (paraphrased)

Article 6

- The former association will be invited to submit a statement within seven days through TMS.
- If a statement is not submitted, the sub-committee will decide on the basis of the documents available.

Article 7

- If a document is not available in one of the four official languages of FIFA, the association shall also submit either a translation of the document in one of the four official languages of FIFA, or an official confirmation of the association concerned that summarises the pertinent facts of each document in one of the four official languages of FIFA.

Article 9

- Parties shall be legally notified of the sub-committee's decision via TMS.
- The parties have ten days from notification in which to request, in writing, the grounds of the decision.

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

Legal basis > Circular n° 1209

FIFA Regulations on the Status and Transfer of Players

Exemptions from art. 19 par. 4 (circular no. 1209)

1. Under special circumstances, associations may submit to the Sub-Committee of the Players' Status Committee a request for a limited exemption from the obligation to refer applications for approval, i.e. from using the TMS minors module.

   This exemption applies.

   - only to amateur minor players intending to be registered with purely amateur clubs;
   - does not apply to professional clubs or any club or academy with legal, financial or de facto links to a professional club.

2. The club registering the player is only entitled to training compensation or a solidarity contribution if the association concerned can prove that the principles regarding the protection of minors were strictly respected and fulfilled at the time of registration.

Liga de Fútbol Profesional www.lfp.es
LFP

FIFA Subcommittee of Players Status committee on Protection of Minors

Key principles

1. **Burden of proof**

   The association that submits an application must also upload a series of documents to substantiate its request

2. **Confidentiality**

   Associations can only view their own applications

   Confidential documents like player employment contracts are not visible to the releasing association

3. **Integration with TMS**

   International transfers of professionals under 18 are not possible until the protection of minors application has been approved

4. **Standardisation**

   Any international transfer or first registration of a minor with a national association other than that of the player's country of citizenship will be handled in the same way (according to FIFA regulations)

Liga de Fútbol Profesional www.lfp.es
LFP

Liga de Fútbol Profesional www.lfp.es

LFP

Thank you very much

for your attention

José Luis Astiazarán Iriondo
President

Spanish Professional Football League
Köln, 30th of November 2009

Protection of Minors in the international Transfer Market

José Luis Astiazarán
President of the Spanish Football League,
Member of the EPFL Board of Directors and
EPFL Representative at the FIFA Sub-Committee
on the Status on Players

BUNDES LIGA

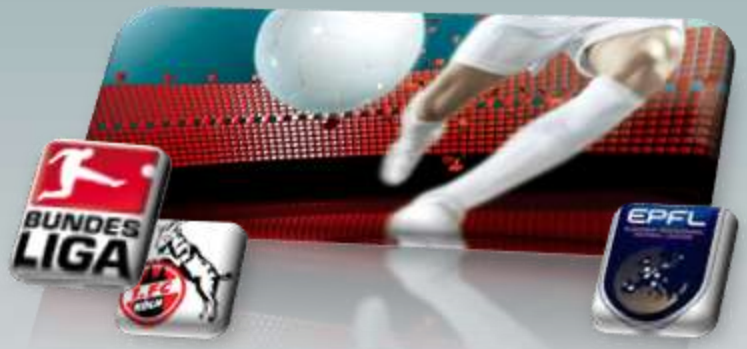
Lunch!
EPFL
BUNDES LIGA
1.FC KÖLN
BUNDES LIGA

Agenda

1. *Welcome and Introduction*
2. *Best Practice in Recruitment, Training, Education and Protection of Young players*
   - *EPFL General Recommendations*
   - *Youth Development System in Germany*
   - *Youth Development Criteria – UEFA Club Licensing System*
   - *Protection of Miors in the International Transfer Market*

<u>Lunch</u>

3. *Youth Academies and Training Infrastructure*
   - *Certification of Academies*
4. *Visit to 1.FC Köln Academy Center*
5. *Conclusion*



Certification of Academies

Hugo Schoukens
CEO Double PASS, Brussels

Jo Van Hoecke
Product Manager Double PASS, Brussels

BUNDES LIGA

Double PASS
QUALITY IN SPORTS

FootPASS

QUALITY IN FOOTBALL

Certification of Academies

Hugo Schoukens & Jo Van Hoecke
Double PASS Ltd.

Double PASS
QUALITY IN SPORTS

FOOT PASS

QUALITY IN FOOTBALL

Fascination …

FASCINATION PASSION ...

Double PASS
QUALITY IN SPORTS

FootPASS

QUALITY IN FOOTBALL

Fascination …

Double PASS
QUALITY IN SPORTS

FootPASS

QUALITY IN FOOTBALL

Certification of Academies

Hugo Schoukens & Jo Van Hoecke
Double PASS Ltd.

Our key words:

- Fascination
- Passion

Our assignment:

- Common task: Leaders in Football & Double PASS Ltd.
  - *to encourage the intrinsic motivation*
  - *to nurture young players*
  - *to guarantee the long term health of football*

our ambition?

Double PASS Ltd.:

- Spin-off Vrije Universiteit Brussel
- Business: Quality and Performance Management in Sports
  - *officially recognized auditor (Flemish Sports Administration)*
- International team of sports professionals
  - *academic and practical expertise in sports and management*
- Core product: Professional Academy Support System (PASS)
  - *sport specific quality model*

who we are?

Double PASS Ltd.:

- Main clients: National Sport Organizations (FA's) & Professional Leagues (PL's)
- Target group: Youth Academies (YA) of (team) sport clubs

our clients?

Football projects:

- FA/PFL: Deutscher Fußball-Bund (DFB), Deutsche Fußball Liga GmbH (DFL), Finnish Football Association (FFA)

our clients?

Football projects:

- Clubs: Club Brugge KV, RSC Anderlecht, Standard de Liège, FC Bayern München, VfB Stuttgart, SV Werder Bremen, 1.FC Köln, Hamburger SV, Keravan Pallo-75, FC Reipas, …

our clients?

Mission:

Providing FA's and PFL's the opportunity to monitor the quality and productivity of their clubs' YAs

- to optimize the standard of youth development among the clubs
- to increase the number of home grown players participating in first team matches
- to create economical value and ensure financially stable clubs
- to strive for more competitive club teams and a successful national team

what we do?

Vision:

Implementation of the Quality & Performance Management System 'Foot PASS'

- to measure the quality / performance of the youth academies
- to advise the clubs with concrete measures for improvement
- to guide the clubs / YA's through a process of professionalization
- to grade / certificate the clubs' youth academies

what we do?

Benefits for the clubs:

- Objective assessment tool
  - *what are your strengths & weaknesses?*
  - *are you really doing well?*
- Professional support & guidance tool
  - *how to optimize your talent development system?*
- Certification tool (Quality Award)
  - *how to distinguish your YA?*

why participate?

Benefits for Football Leagues / Associations:

- Objective evaluation tool
  - *marketing information system*
- Monitoring tool
  - *strategic management system*
- Certification tool
  - *base for recognition / rewarding*

why doing this?

What is the added value for a PRO League?

higher entertainment value & more economical value

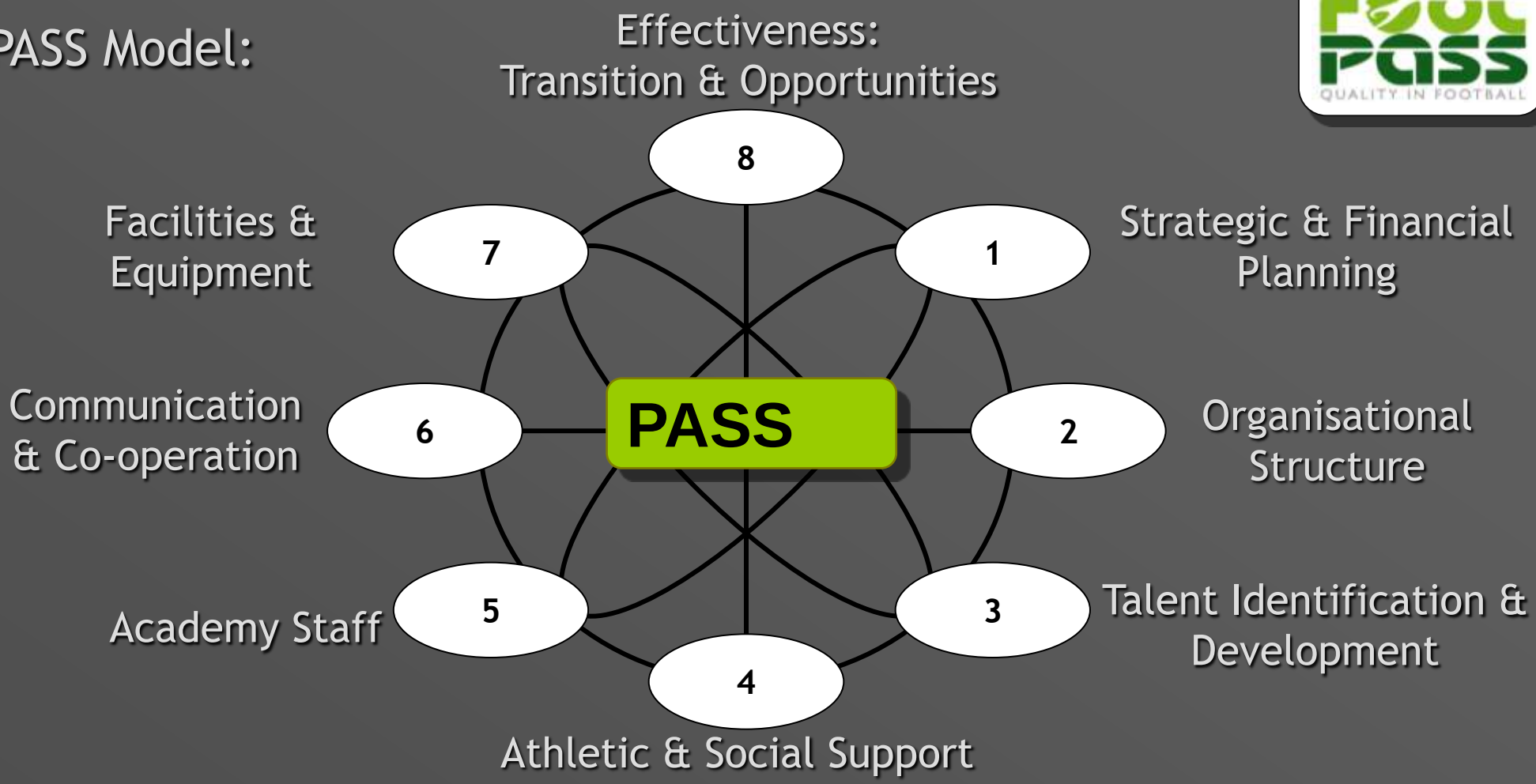
more attractive competition

more competitive teams
with a natural affinity

more skilled home grown players

higher standard of youth development

PASS Model:

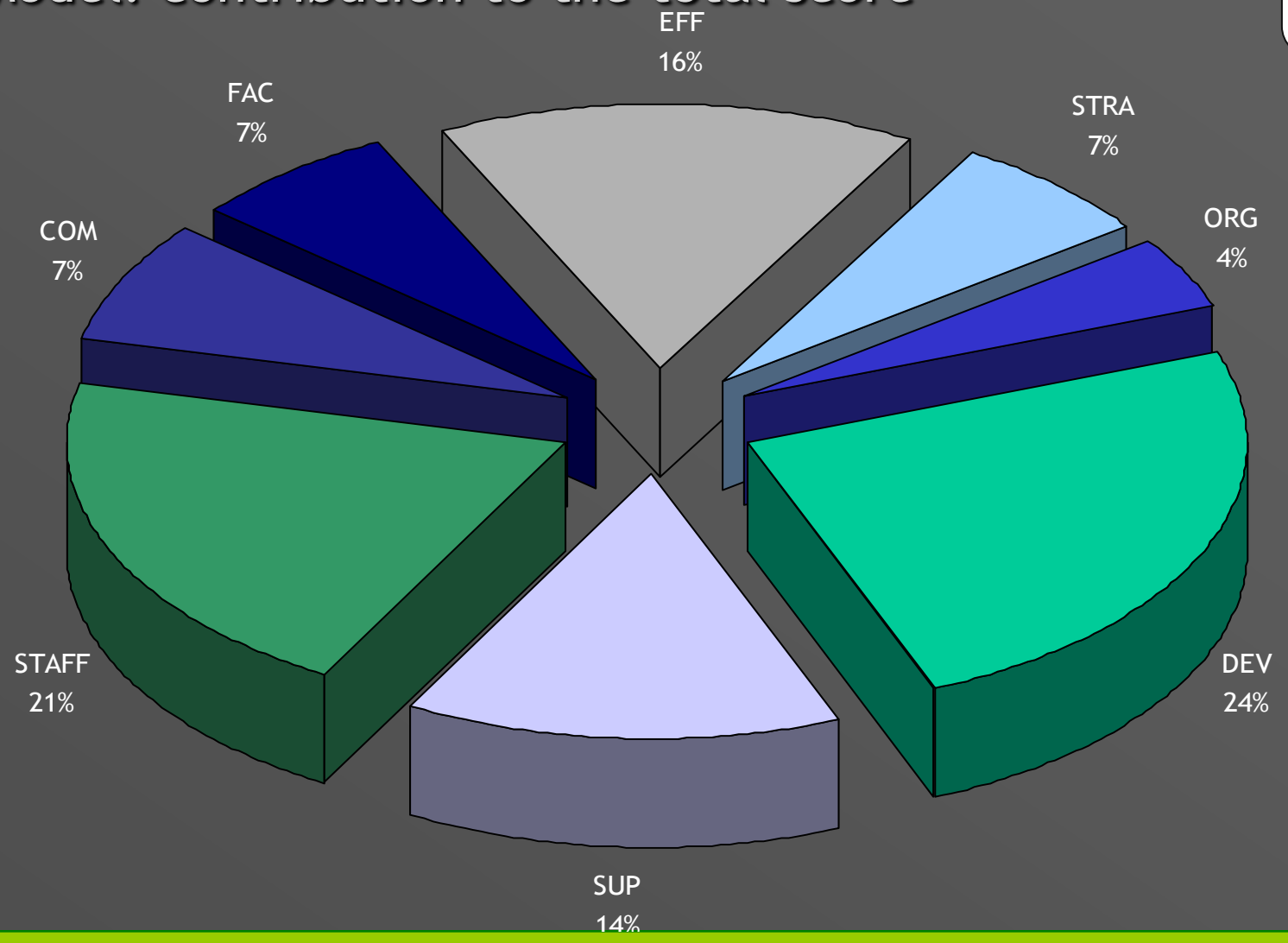


how we work?

PASS Model: key factors of success

1. Strategic & Financial Planning → Role of YA in club
2. Organisational Structure → Position of YA in club
3. Talent Identification & Development → Training Programme & Monitoring
4. Athletic & Social Support → Medical & Psycho-social Support
5. Academy Staff → Licences & Experience
6. Communication & Co-operation → HRM & Networking
7. Facilities & Equipment → Training Grounds & Logistics
8. Effectiveness (productivity) → Progression to prof. environment

PASS Model: contribution to the total score



Foot PASS Deutschland Verein - 080303 Sport-Club Freiburg e.V. (Freiburg im Breisgau)

Datei Darstellung Berichte Tools Hilfe

- Klub
  - Kennkarte
  - Strategie
  - Organisation
  - Fußballausbildung
    - Vision
    - Plan
    - Organisation
  - Personal
  - Unterstützung
  - Internes Marketing
  - Externe Verbindung
  - Infrastruktur
  - Durchlässigkeit
  - Effektivität
  - Ergebnis

dimensions

criteria

logbook

club view

evidence

guiding tool

ertifizierung der Leistungszentren

d Strategie

1.1 Mission des Vereins / Fußball Klubs (Corporate Level)		Bitte ausfülle
1.1.1 Basistext bzgl. der Mission des Fußball Klubs hinsichtlich		
a. der grundlegenden Aufgabe des Fußball Klubs	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Leitbild
b. der Rolle und dem Beitrag des Leistungszentrums zur Realisierung der Aufgabe des Fußball Klubs	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Leitbild
		CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Leitbild

1.2 Mission und Vision des Leistungszentrums (Business Unit)		Bitte ausfüllen: Nummer / Name des Beweisstücks
1.2.1 Basistext bzgl. der Mission des Leistungszentrums hinsichtlich		
a. der grundlegenden Aufgabe der Nachwuchsförderung (Mission)	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
b. der Zielgruppe(n)	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
c. der Normen und Werte	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
1.2.2 Inhalt der Vision des Leistungszentrums		
1.2.2.1 Vereinsinterne Positionen/Standpunkte bezüglich		
a. der Rolle der 2. Mannschaft	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
b. der Heranführung der vom Klub ausgebildeten Spieler an den Lizenzspielerkader	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
c. der schulischen Ausbildung	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
nkte bezüglich		
ren Vereinen (Amateure)	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
schulen des Fußballs oder anderen Schulen	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
Landesverband/Stützpunkten	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior

1.3 Strategische Planung des Leistungszentrums		Bitte ausfüllen: Nummer / Name des Beweisstücks
1.3.1 Selbstdiagnose/Analyse (SWOT / Stärken-Schwächen-Analyse)		
a. aktuelle Dokumente verfügbar	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
b. auf Grundlage von Analyse der Geschäftsführung des LZ (Kennzahlen)	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
c. auf Grundlage von Befragung der Spieler und Eltern	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior
d. auf Grundlage von Befragung der Trainer und der anderen Mitarbeiter des Leistungszentrums	☑	CD-Rom Nr.1 / Ordner "Verwaltungspolitik & Strategie" / Ordner "Missior

Bitte ausfüllen: Nummer / Name des Beweisstücks

Basistext bzgl. der Mission / Vision des Fußball Klubs (Dokument / Website / ... (Rubrik, Seite angeben))

Was meinen wir damit?

b. Es handelt sich um einen internen Bestandteil der Mission des Fußball Klubs, durch den der Stellenwert und die Bedeutung des Leistungszentrums in Ein professioneller Verein kann durch seine eigene Nachwuchsausbildung (fußballerische Dienstleistung) kontinuierlich Spielermaterial nachwachsen lassen ebildeten Spieler somit (langfristig) einen Beitrag zum Erfolg der Lizenzmannschaft leisten. Dadurch trägt das Leistungszentrum - neben den extern ausgebildeten en Teil zum Entertainment ("Fußball und Unterhaltung") bei, das der Verein seinen Anhängern bieten möchte. Darüber hinaus ist davon auszugehen, dass mit e chsen" in der 1. Mannschaft auch die Identifikation der Anhänger mit dem Klub ansteigt.

Double PASS QUALITY IN SPORTS

Klub

Foot PASS Deutschland: Zertifizierung der Leistungszentren

- Kennkarte
- Strategie
- Organisation
- Fußballausbildung
- Personal
- Leiter
- Trainer
- Unterstützung
- Internes Marketing
- Externe Verbindunge
- Infrastruktur
- Durchlässigkeit
  - 1.Mannschaft
  - 1.Mannschaft be
  - 2.Mannschaft
  - Leistungszentrur
  - U17
  - Auswahl
- Effektivität
- Ergebnis

erview

axis

Durchlässigkeit

Spieler der 1.Mannschaft (Lizenzkader des eigenen Vereins)

Größe des Lizenzk

Spieler des Lizenzkade

data > input for the calculation of performance indicators

	Nach- und Vorname	Geburtsjahr	Jahr 1.Anschluss	Jahr Lizenzkader	8	9	10	11	12	13	14	15	16	17	18	19	20	21	3x15'
1	Fürstner Stephan	1987	1998	2006	☐	☐	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☐
2	Schweinstieger Bastian	1984	1998	2003	☐	☐	☐	☐	☐	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑
3	Hummels Mats	1988	1995	2007	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☐
4	Lahm Philipp	1983	1995	2002	☐	☐	☐	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑	☐	☑
5	Lell Christian	1984	1993	2002	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☐	☑
6	Ottl Andreas	1985	1996	2005	☐	☐	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
7	Rensing Michael	1984	2000	2003	☐	☐	☐	☐	☐	☐	☐	☐	☑	☑	☑	☑	☑	☑	☑
8	Wagner Sandro	1987	1997	2007	☐	☐	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☐
9					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
0					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
1					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
9					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
0					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
21					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
22					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
23					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
24					☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

club view

Keine Nummer oder Name des Beweisstücks.

Was meinen wir damit?

Daten der Spieler der 1. Mannschaft (Lizenzkader des eigenen Vereins), die im Alter bis 21 Jahre mindestens 5 Jahre vom Verein ausgebildet wurden (oder 3 Jahre im Alter zwischen 15 und 21 Jahre
Nach- und Vorname der Spieler, die in Betracht kommen; Geburtsjahr auswählen; Jahr des 1. Anschlusses beim aktuellen Verein auswählen; Jahr der 1. Auswahl für den eigenen Lizenzkader auswäl
jedes Alter ankreuzen, in dem dieser Spieler dem Verein (Leistungszentrum) angeschlossen war; hat dieser Spieler in der aktuellen Saison in der 1. Mannschaft dreimal mindestens 15 Minuten in eine
offiziellen Spiel gespielt?

BUNDES LIGA

Double PASS
QUALITY IN SPORTS

Foot PASS Deutschland Verein - 080303 Sport-Club Freiburg e.V. (Freiburg im Breisgau)

Datei Darstellung Berichte Tools Hilfe

- Klub
  - Kennkarte
  - Strategie
  - Organisation
  - Fußballausbildung
    - Vision
    - Plan
    - Organisation
  - Personal
  - Leiter
  - Trainer
  - Unterstützung
  - Internes Marketing
  - Externe Verbindunge
  - Infrastruktur
  - Durchlässigkeit
  - Effektivität
  - Ergebnis
- Interview
- Praxis

Foot PASS Deutschland: Zertifizierung der Leistungszentren

1. Verwaltungspolitik und Strategie			**250**	**232**		
1.1 Mission des Vereins / Fußball Klubs (Corporate Level)			**35**	**35**		
1.1.1 Basistext bzgl. der Mission des Fußball Klubs hinsichtlich			**35**	**35**		
√ ! a. der grundlegenden Aufgabe des Fußball Klubs	☑	25		9	☑	> 9.1.1.1
√ ! b. der Rolle und dem Beitrag des Leistungszentrums zur Realisierung der Aufgabe des Fußball Klubs	☑	75		26	☑	> 9.1.1.2
1.2 Mission und Vision des Leistungszentrums (Business Unit)			**60**	**60**		
1.2.1 Basistext bzgl. der Mission des Leistungszentrums hinsichtlich			**20**	**20**		
√ ! a. der grundlegenden Aufgabe der Nachwuchsförderung (Mission)	☑	33		7		
√ b. der Zielgruppe(n)	☑	33		7		
√ c. der Normen und Werte	☑	33		7		
1.2.2 Inhalt der Vision des Leistungszentrums			**40**	**40**		
1.2.2.1 Vereinsinterne Positionen/Standpunkte bezüglich			25	25		
√ a. der Rolle der 2. Mannschaft	☑	35		9	☑	> 9.2.1.2
√ b. der Heranführung der vom Klub ausgebildeten Spieler an den Lizenzspielerkader	☑	35		9	☑	> 9.2.1.1
√ c. der schulischen Ausbildung	☑	30		8		
nkte bezüglich			15	15		
ren Vereinen (Amateure)	☑	33		5		
schulen des Fußballs oder anderen Schulen	☑	33		5		
Landesverband/Stützpunkten	☑	33		5		
1.3 Strategische Planung des Leistungszentrums			**75**	**57**		
1.3.1 Selbstdiagnose/Analyse (SWOT / Stärken-Schwächen-Analyse)			**25**	**13**		
√ a. aktuelle Dokumente verfügbar	☑	50		13		
√ ! b. auf Grundlage von Analyse der Geschäftsführung des LZ (Kennzahlen)	☐	10		0		
√ ! c. auf Grundlage von Befragung der Spieler und Eltern	☐	20		0		
√ ! d. auf Grundlage von Befragung der Trainer und der anderen Mitarbeiter des Leistungszentrums	☐	20		0		

Bitte ausfüllen: Nummer / Name des Beweisstücks

CD-Rom Nr.1 / Ordner "Verwaltungspolitik _Strategie" / Ordner "Leitbild und Vision SC Freiburg"

Bemerkung Prüfer

Rolle sehr deutlich

auditor view

links with interviews

automated scoring system based on weighing factors

Double PASS QUALITY IN SPORTS

Ergebnisse

Foot PASS Deutschland Verein - 080222 1. FC Köln 01_07 e. V. (Köln)

Datei Darstellung Berichte Tools Hilfe

- Klub
  - Kennkarte
  - Strategie
  - Organisation
  - Fußballausbildung
  - Personal
  - Leiter
  - Trainer
  - Unterstützung
  - Internes Marketing
  - Externe Verbindunge
  - Infrastruktur
  - Durchlässigkeit
  - Effektivität
  - Ergebnis
- Interview
  - Aufsicht
  - Sportdirektor
  - Trainer GB
  - Trainer AB
  - Trainer LB
  - Torwart
  - Artz / Physio
  - DFB
- Praxis

Foot PASS Deutschland: Zertifizierung der Leistungszentren

9. Interview

9.5 Trainer Leistungsbereich (LB): U19 — **Bemerkung Prüfer**

Nach- und Vorname: Manfred Schadt (U19) ; 12 Jahre in Verein

9.5.1 Fußballvision der Nachwuchsförderung mit präzisen Standpunkten (3.1.2.2)

!	9.5.1.1 Arbeiten Sie hier im LZ ausbildungsorientiert oder ergebnisorientiert?	☑	Lizenzspieler ist Endziel
!	9.5.1.2 Haben Sie ein einheitliches Spielsystem (Aufstellung) innerhalb der Ausbildung?	☑	kein festgelegtes Spielsystem
	9.5.1.3 Was sind die Schwerpunkte des Spielkonzepts innerhalb der Ausbildung?	☑	
	9.5.2 Wie planen Sie das Trainingsjahr mit Ihrer Mannschaft? (3.2)		
	optional: Erklären Sie bitte den Zusammenhang zum Ausbildungsplan.		
!	a. > Bestätigung: es gibt Lernziele/Schwerpunkte für diesen Bereich	☐	kein abstimmung auf U17/U23
!	b. > Bestätigung: es gibt periodisierte Lernziele: Jahres- (JP) und Termin- / Monatsplanung (MP)	☐	kein direkte Periodisierung / Wettkampforientiert / muss die Belastu
	9.5.3 Welche Mustertrainingseinheiten haben Sie für Ihren Bereich?	☐	
	9.5.4 Wie ist das Spezial- / Individualtraining in Ihrem Bereich organisiert? (3.2.6)	☐	kann er selbe organisieren
	9.5.5 Werden formelle Orientierungsgespräche mit den Spielern geführt? (5.2.2.1)		
	optional: Wie häufig finden diese Gespräche statt?		
	1 Orientierungsgespräch pro Saison	☑	
	Orientierungsgespräche pro Saison	☑	macht er oft
	weise bei diesen Orientierungsgesprächen? (5.2.2.2)		
	gehalten?		
	a. > Gespräch auf der Grundlage einer qualitativen Entwicklung (umfassende Beurteilung bezogen auf die Lernziele)	☐	
!	b. > einzuhaltende Verbesserungshinweise: Fazit / Vereinbarungen sind in der persönlichen Akte des Spielers vermerkt	☑	nicht standardisierte Gespräche aber mit Fazit für Verein und mic
	9.5.7 Ein Spieler ist verletzt; welche Prozedur müssen Sie befolgen? (4.1.3)		
	optional: Wie wissen Sie genau, ob ein Spieler einsatzfähig ist?		
	a. > Bestätigung: Es gibt eine Behandlungsprozedur	☑	
	b. > Bestätigung: Es gibt ein Entscheidungsverfahren bzgl. der Rückkehr ins Mannschaftstraining / Spiel	☑	Rückmeldung von Physio und Artz selbe / sehr gut organisiert !

Keine Nummer oder Name des Beweisstücks.

Was meinen wir damit?

Arbeiten Sie hier im LZ ausbildungsorient
> Bestätigung von dem Standpunkt des Leistungszentrums.

auditor view

structured interviews > linked with checklists

Double PASS
QUALITY IN SPORTS

Prüfer

start | Postvak IN - Microsof... | 2008 DEFINITIEF IN ... | 081018 Presentatie F... | 080911 EASM Heidelb... | Van Dale Groot woor... | Foot PASS Deutschla... | NL | 11:28

Foot PASS Deutschland: Zertifizierung der Leistungszentren

10. Praxis-Controlling

10.2 Während des Trainings (U13-U14 und U16-U17)

Bemerkung Prüfer

1.Datum der Prüfung: vrijdag 5 oktober 2007
2.Datum der Prüfung (ev.): vrijdag 5 oktober 2007

	T1	T2	Bemerkung Prüfer
Anzahl der Spieler	14	15	T1 = D1 (U13) TR Ivo Hoin; T2 = C2 (U14) Tr Christian Klose + TW-TR-B
Anzahl der Trainer	1	1	T2 mit TW-TR-Betreuer

10.2.1 Vorbereitung des Trainings

a. Verwendung von (Standard)formularen für die Trainingsvorbereitung	☐	U13 Nein. U14 Ja.
b. Präzise Formulierung der Trainingsziele	☐	Nein.
c. Training (Übung) gerichtet auf die periodisierten Lernziele (Termin- / Monatsplanung)	☐	Nein. (Kontrollieren mit der dok. Prüfung (bisher keine periodisierte Lern:
d. Ausführung gemäß Trainingsvorbereitung	☐	U13 Nein (keine schriftl. Planung). U14 Ja.

10.2.2 Anwendung der methodischen und didaktischen Grundsätzen

a. "Fun"-Aspekt (Spaß)	☑	Ja.
b. Interaktion zwischen Trainer und Spieler zur Problemlösung im Spiel	☐	Nein. U13 dar keine Aktion. U14 mit One-Way (Anweisung).
c. Technikkorrekturen	☐	U13 Nein. U14 Ja.
d. Trainingsprotokoll mit Erwärmung, Spielformen, Übungsformen und Ausklang	☑	Ja. Strukturiert und alle 3 Phasen.
e. Unterstützendes Coaching (insbesondere Förderung der Persönlichkeit)	☐	Nein.

auditor view

von Verletzungen

ele Schienbeinschützer	☑	Ja.
erankerung)	☐	Nein.

10.2.4 Anwesenheit und Verfügbarkeit des medizinischen Personals während des Trainings

a. mindestens 1 Physiotherapeut für den Grundlagen- und Aufbaubereich ist während der gesamten Trainingstage anwe	☐	Nein. Würde später kommem. (erst 17.00 h, dann 18.30, 18.40 niemand
b. mindestens 1 Physiotherapeut für den Leistungsbereich ist während der gesamten Trainingstage anwesend	☐	
c. mindestens 2 Physiotherapeuten für den Leistungsbereich sind während der gesamten Trainingstage anwesend	☐	

Copyright Double PASS / DFL / DFB 2007 - 2008. Bis auf die ausdrücklich festgelegten Ausnahmen ist die - auch auszugsweise - Vervielfältigung,

Keine Nummer oder Name des Beweisstücks.

practical audit > linked with checklists

Was meinen wir damit?

Elementen die vorhanden sein müssen:
Trainer greift ein und Technik wird demonstriert. Technik kann von Trainer, Co-Trainer oder Spieler demonstriert werden; Anweisungen muss der Trainer geben.

Foot PASS Deutschland Verein - 080303 Sport-Club Freiburg e.V. (Freiburg im Breisgau)

Datei Darstellung Berichte Tools Hilfe

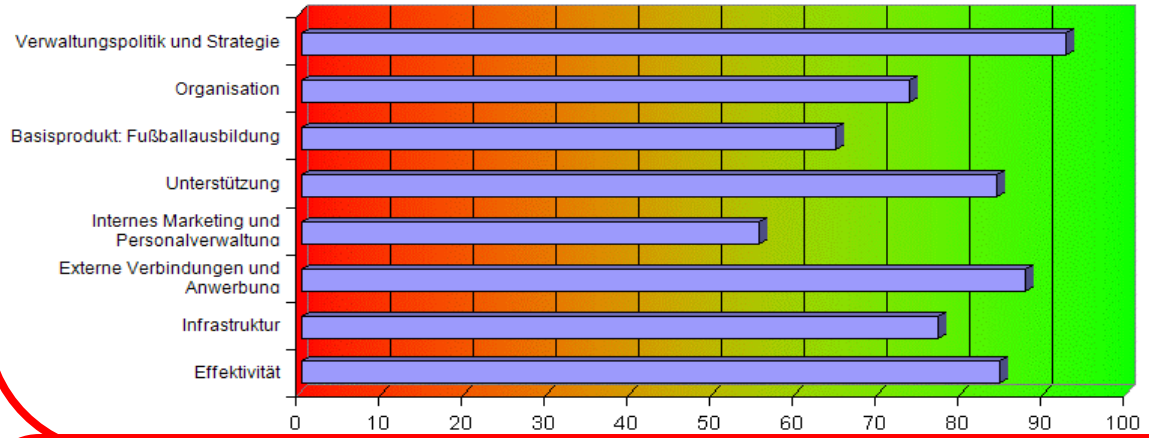
- Klub
  - Kennkarte
  - Strategie
  - Organisation
  - Fußballausbildung
    - Vision
    - Plan
    - Organisation
  - Personal
  - Leiter
  - Trainer
  - Unterstützung
  - Internes Marketing
  - Externe Verbindunge
  - Infrastruktur
  - Durchlässigkeit
  - Effektivität
  - Ergebnis
- Interview
  - Aufsicht
  - Sportdirektor
  - Trainer GB
  - Trainer AB
  - Trainer LB
  - Torwart
  - Artz / Physio
  - DFB
- Praxis

Foot PASS Deutschland: Zertifizierung der Leistungszentren

Ergebnistabelle

percentage scores / dimensions

Gesamtscore	**5000**	**3676**	**74**
Verwaltungspolitik und Strategie	**250**	**232**	93
Organisation	**230**	**170**	74
Basisprodukt: Fußballausbildung	**2140**	**1384**	65
Unterstützung	**400**	**337**	84
Internes Marketing und Personalverwaltung	**300**	**167**	56
Externe Verbindungen und Anwerbung	**350**	**307**	88
Infrastruktur	**600**	**463**	77
Effektivität	**730**	**618**	85



results

Verwaltungspolitik und Strategie	**250**	**232**	**93**
Mission des Vereins (Corporate Level)	**35**	**35**	**100**
Basistext bzgl. der Mission des Vereins	35	35	100
Mission und Vision des Leistungszentrums (Business Unit)	**60**	**60**	**100**
Basistext bzgl. der Mission des Leistungszentrums	20	20	100
Inhalt der Vision des Leistungszentrums	40	40	100
Strategische Planung des Vereins bzgl. des LZ	**75**	**57**	**75**
Selbstdiagnose/Analyse	25	13	50

sub dimensions

Double PASS QUALITY IN SPORTS

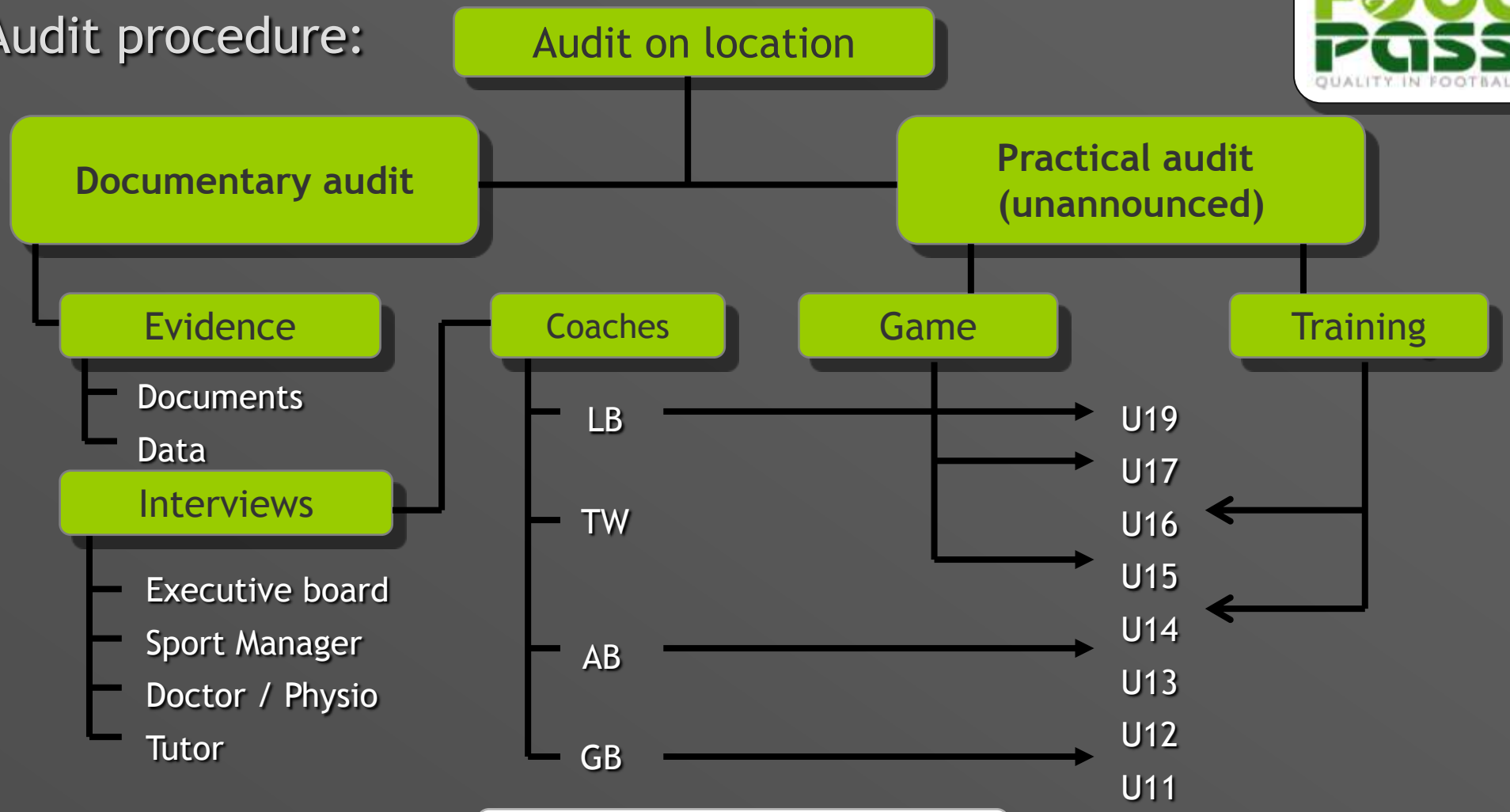
Ergebnisse

Audit procedure:

- Pre-audit:
  - analysis of pieces of evidence
  - input of data
- Documentary audit:
  - interviews with representatives of club / YA (Board, Gen. / Techn. Director, Coaches, etc.)
  - visit of the facilities
- Practical audit:
  - unannounced visit of games and training sessions
- Post-audit:
  - individual report and feedback

how we work?

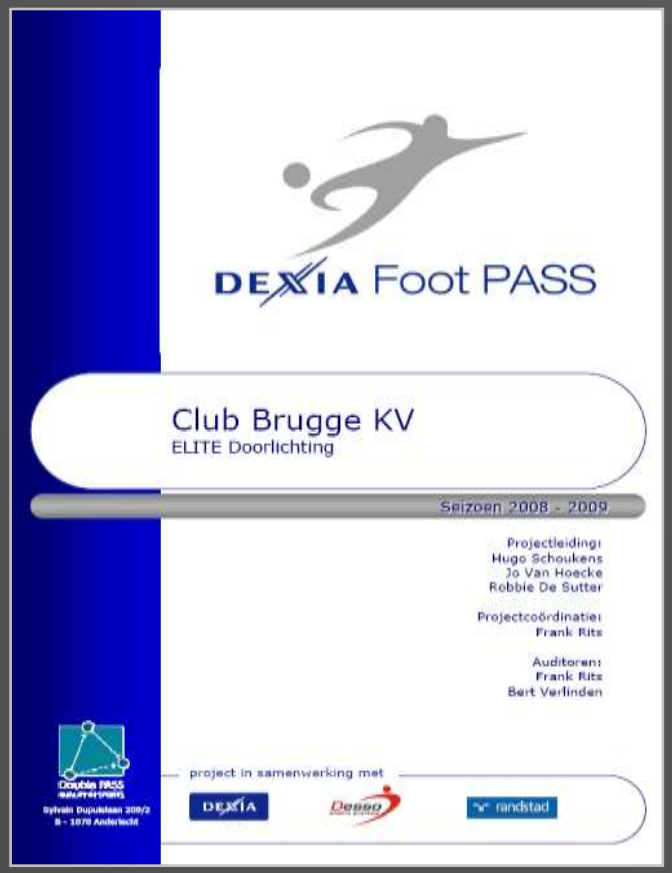
Audit procedure:

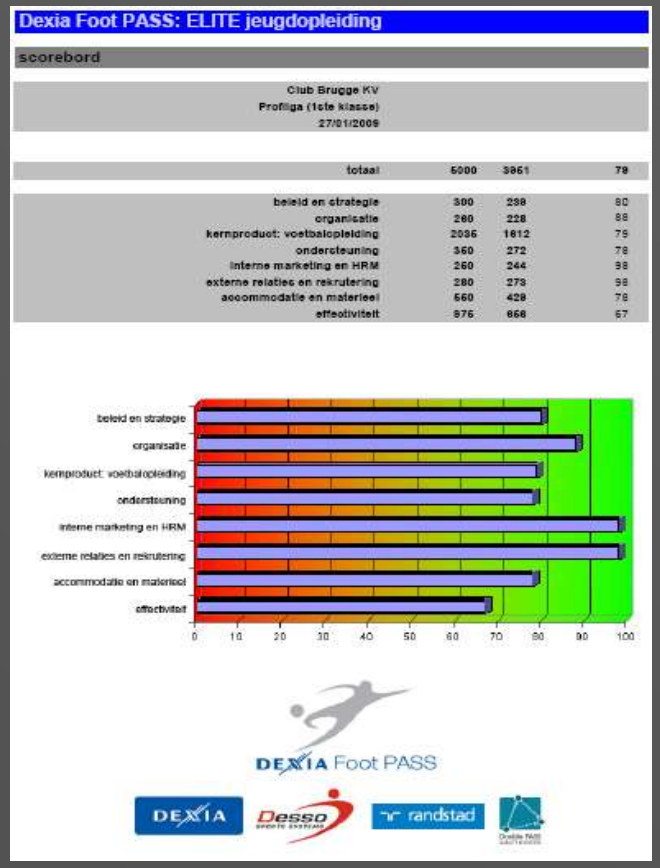


how we work?

Individual report:

- Quantitative report





Dexia Foot PASS: ELITE jeugdopleiding

scorebord

Club Brugge KV
Profiliga (1ste klasse)
27/01/2009

totaal	5000	3861	79
beleid en strategie	300	238	80
organisatie	280	228	88
kernproduct: voetbaloopleiding	2035	1612	79
ondersteuning	360	272	76
interne marketing en HRM	260	244	93
externe relaties en rekrutering	280	273	98
accommodatie en materieel	560	429	76
effectiviteit	875	588	67

Individual report:

- Qualitative report

Foot PASS Deutschland

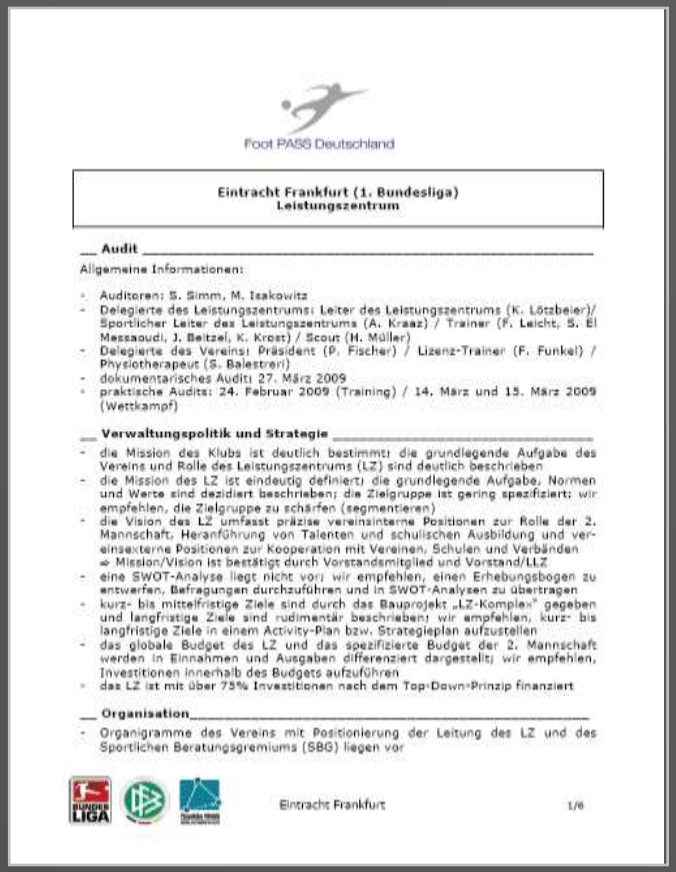
Zertifizierung der Leistungszentren

Bericht Eintracht Frankfurt

Saison 2008 - 2009

Double PASS bvba

Sylvain Dupuisson 209/2
B - 1070 Anderlecht



Foot PASS Deutschland

Eintracht Frankfurt (1. Bundesliga)
Leistungszentrum

Audit

Allgemeine Informationen:

- Auditoren: S. Simm, M. Isakowitz
- Delegierte des Leistungszentrums: Leiter des Leistungszentrums (K. Lötzbeier)/ Sportlicher Leiter des Leistungszentrums (A. Kraaz) / Trainer (F. Leicht, S. El Messaoudi, J. Beitzel, K. Krost) / Scout (H. Müller)
- Delegierte des Vereins: Präsident (P. Fischer) / Lizenz-Trainer (F. Funkel) / Physiotherapeut (S. Balestreri)
- dokumentarisches Audit: 27. März 2009
- praktische Audits: 24. Februar 2009 (Training) / 14. März und 15. März 2009 (Wettkampf)

Verwaltungspolitik und Strategie

- die Mission des Klubs ist deutlich bestimmt; die grundlegende Aufgabe des Vereins und Rolle des Leistungszentrums (LZ) sind deutlich beschrieben
- die Mission des LZ ist eindeutig definiert; die grundlegende Aufgabe, Normen und Werte sind dezidiert beschrieben; die Zielgruppe ist gering spezifiziert; wir empfehlen, die Zielgruppe zu schärfen (segmentieren)
- die Vision des LZ umfasst präzise vereinsinterne Positionen zur Rolle der 2. Mannschaft, Heranführung von Talenten und schulischen Ausbildung und vereinsexterne Positionen zur Kooperation mit Vereinen, Schulen und Verbänden
  ⇒ Mission/Vision ist bestätigt durch Vorstandsmitglied und Vorstand/LLZ
- eine SWOT-Analyse liegt nicht vor; wir empfehlen, einen Erhebungsbogen zu entwerfen, Befragungen durchzuführen und in SWOT-Analysen zu übertragen
- kurz- bis mittelfristige Ziele sind durch das Bauprojekt „LZ-Komplex" gegeben und langfristige Ziele sind rudimentär beschrieben; wir empfehlen, kurz- bis langfristige Ziele in einem Activity-Plan bzw. Strategieplan aufzustellen
- das globale Budget des LZ und das spezifizierte Budget der 2. Mannschaft werden in Einnahmen und Ausgaben differenziert dargestellt; wir empfehlen, Investitionen innerhalb des Budgets aufzuführen
- das LZ ist mit über 75% Investitionen nach dem Top-Down-Prinzip finanziert

Organisation

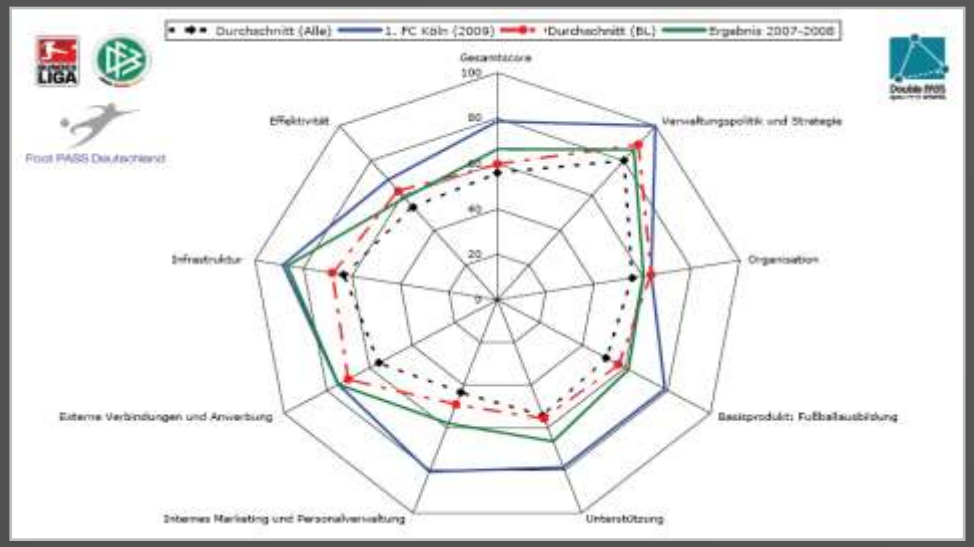
- Organigramme des Vereins mit Positionierung der Leitung des LZ und des Sportlichen Beratungsgremiums (SBG) liegen vor

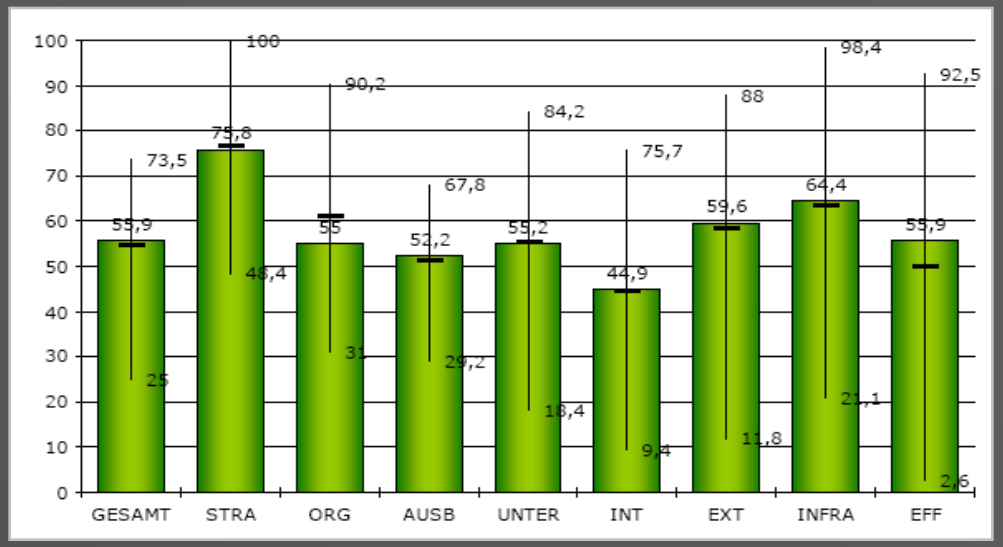
Eintracht Frankfurt 1/6

Double PASS
QUALITY IN SPORTS

Individual / global report:

- Benchmark
- Global overview & statistics



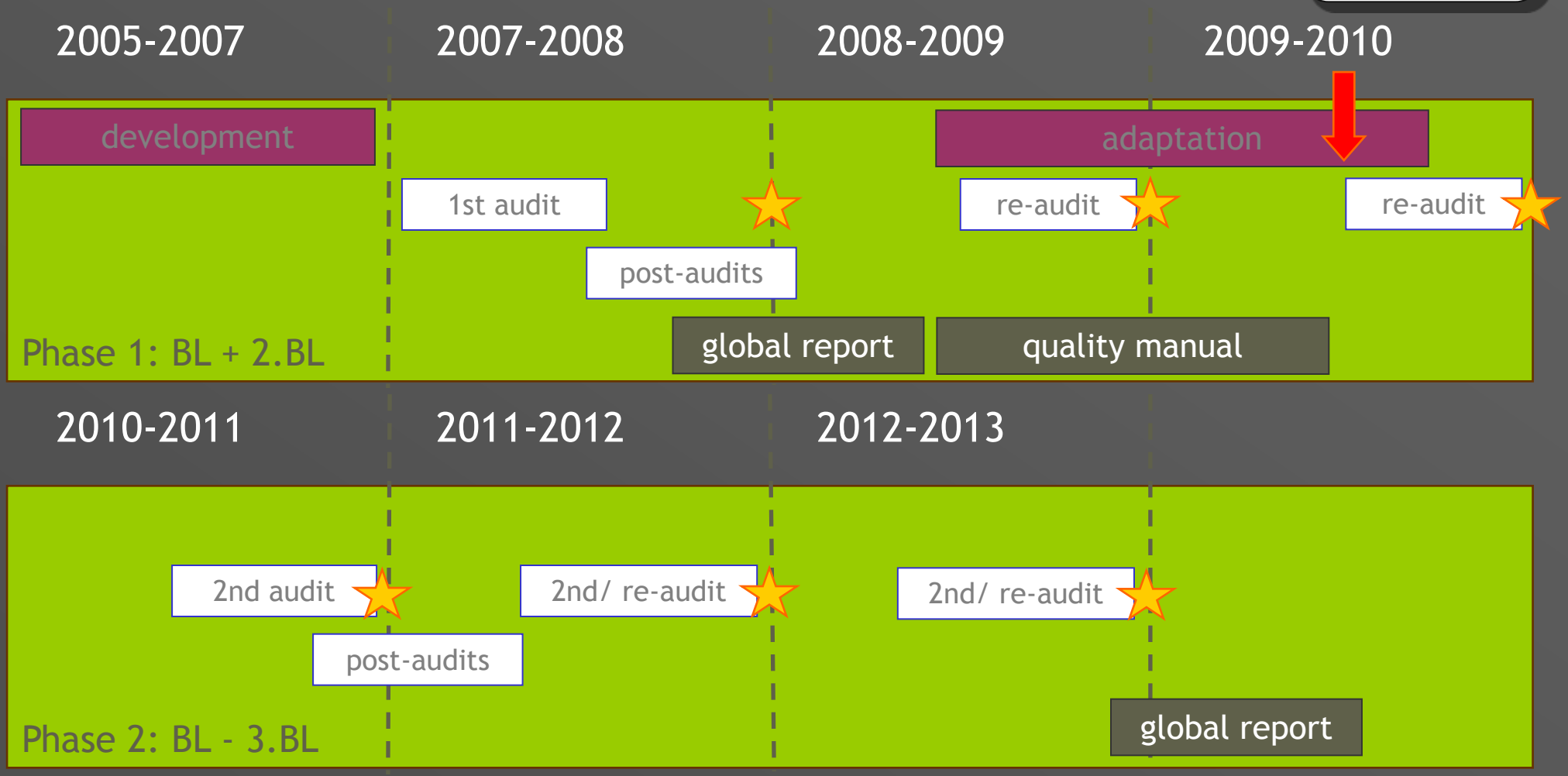


Stages of implementation:

- defining standards & involving stakeholders:
  - *analysis of the situational context*
  - *translation / adaptation of the checklists*
  - *organization of in-depth interviews and pilot studies*
  - *development & testing of software package*
- 1st audit: measure to know
- 2nd audit: profiling based on quality (certification)

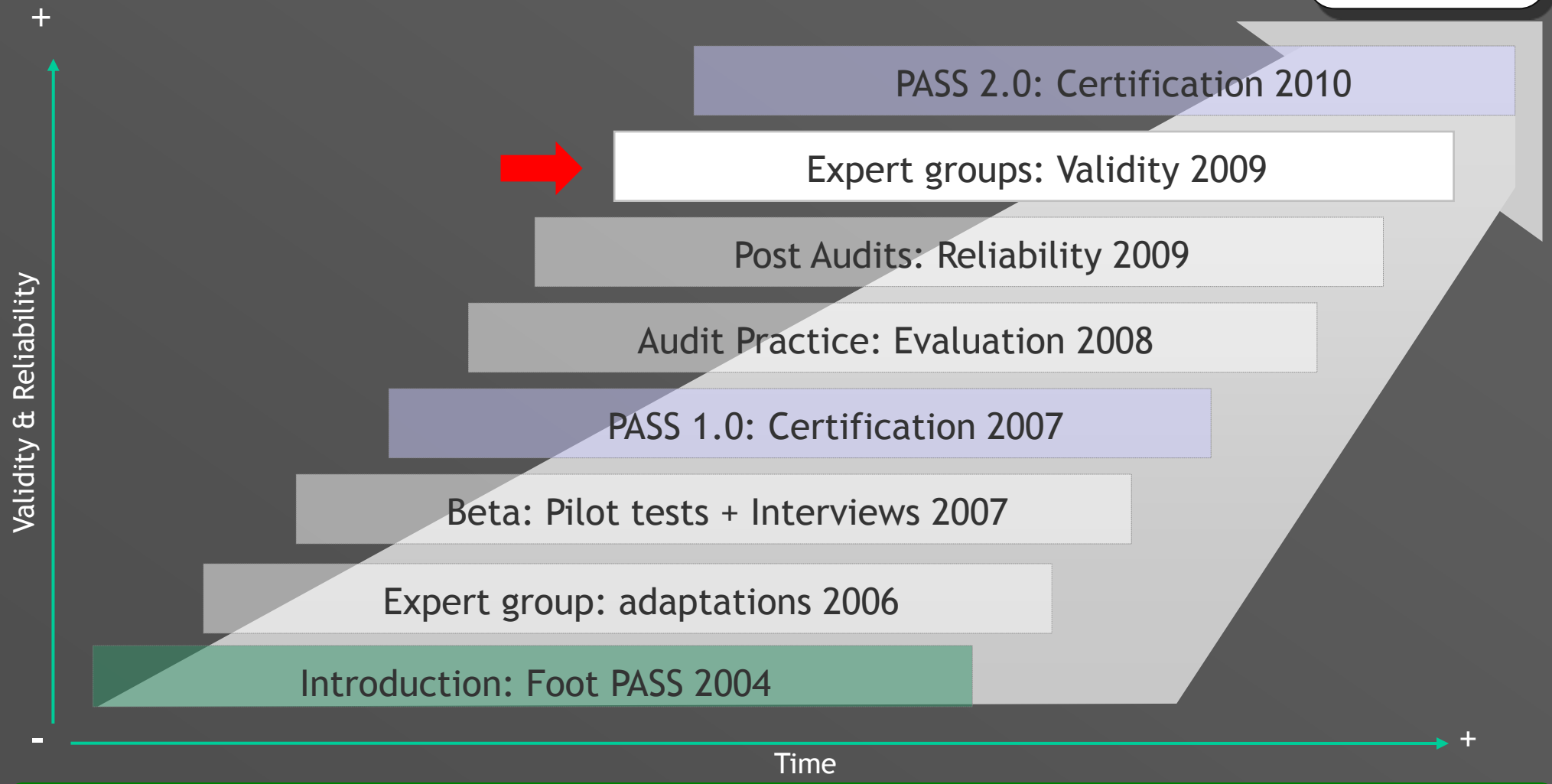
how we work?

Project planning:



Double PASS
QUALITY IN SPORTS

Continuous improvement of the system:



Specific applications:

- Quality stars based on quality assessment
  - *Belgium, Finland & Germany*
- Objective distribution of 'UEFA solidarity fund'
  - *Germany*
- On-line football catalogue
  - *Belgium*

Co-operation:

- Full package
  - *development and implementation (DP)*
- Basic package
  - *development and coordination (DP)*
  - *implementation by local auditors (PL)*
- Franchising formula
  - *development and implementation based on franchising*
  - *software and process (DP)*

how to cooperate?

Contact information:

- Double PASS Ltd.
  - Sylvain Dupuislaan 209/2, 1070 Brussels (Anderlecht)
  - www.doublepass.com
- Hugo Schoukens
  - hugo.schoukens@doublepass.com
  - +32 476 839 112
- dr. Jo Van Hoecke
  - jo.vanhoecke@doublepass.com
  - +32 475 745 957

Double PASS
QUALITY IN SPORTS

FootPass

QUALITY IN FOOTBALL

More information: www.doublepass.com

Certification of Academies

Hugo Schoukens
CEO Double PASS, Brussels

Jo Van Hoecke
Product Manager Double PASS, Brussels

BUNDES LIGA

Visit to 1. FC Köln
Academy Center
1. FC KÖLN
BUNDES LIGA

Conclusion
EPFL
BUNDES LIGA
1.FC KÖLN
BUNDES LIGA

EPFL Workshop on Youth Development

10 December 2009, Cologne