

Best practices of using sports as a tool of employment and recruitments to sports organizations

Youth with immigrant background in Sport
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Table of Contents

1. Implemented activities.....	4
1.1 Sport recruitment event and seminars, entrepreneurial sports relate workshops and Employment trial for Youth with immigrant background.....	4
1.1.1 Spain	4
1.1.2 Finland.....	5
1.1.3 Italy.....	8
1.1.4 Bulgaria	11
1.2 Sports and well-being related pop-up start-up challenge	13
1.2.1 Finland.....	13
1.2.2 Spain	14
2. Best practices and recommended service package.....	16
Annex 1	17



Introduction

The aim of this work package (WP 5) is to lower the threshold of the Youth with immigrant background to employ themselves, encourage and offer tools to become active citizens, and build up the connections to the sports organizations, public bodies and companies seeking for the workforce. For example, during the project we piloted action where each partner compensated local sports organization or club with small funding to employ YIB to work for them. Also, YIBs were recruited to work in the events presented during the project and to public bodies and private companies where sports have a remarkable role in developing the workplace. The aim was to get know the local working culture and promote active citizenship and encourage YIBs to be recruited or create their own start-ups. Actions were organized in tight cooperation with local schools and educational institutions as well as together with local sports clubs and multicultural associations and other possible employees and stakeholders.

- Employment trial for YIB's. *Recruitment of migrants into sports organizations and other organizations as volunteers, coaches or interns with the help of project funding, will be set up in each partner country.*
- Sport recruitment event and seminars, entrepreneurial sports relate workshops. *Recruitment event in which YIB and local employees, sports institutions and sports clubs can meet.*
- Sports and well-being related pop-up start-up challenge. *Creating new start up's by YIBs within sports and well-being sector.*
- Creating recruitment and employment related service package



1. Implemented activities

1.1 Sport recruitment event and seminars, entrepreneurial sports relate workshops and Employment trial for Youth with immigrant background

1.1.1 Spain

Each partner provided a working trainee period in local sports institutions or clubs for three young individuals with immigrant background. The aim was to encourage YIB to be recruited into sports organizations as volunteers, coaches, or interns. UCAM coordinated and gave guidance to local project teams.

In the framework of the project 'Youth with immigrant background in Sport' were implemented these activities '**UCAM Sport recruitment event**' and '**UCAM Employment trial for YIB's**' as events of activation using sport in employment and recruitment to Sport Organizations. These actions were conducted in October-December 2020. The aims of this WP were: (a) to lower the threshold of the YIB to employ themselves and build up the connections to the sports organizations, public bodies and companies seeking for the workforce, (b) to promote sport recruitment event and seminars, entrepreneurial sports relates workshops, and (c) to promote the recruitment of migrants into sports organizations and other organizations as volunteers, coaches or interns with the help of project funding, will be set up in each partner country. These aims were achieved with some activities organized by UCAM collaborating with local sports network stakeholders. These actions were organized by the UCAM Faculty of Sport.

On this occasion, four students, belonging to the Degree in Physical Activity and Sport Sciences, had the opportunity to use their competencies and values, obtained to promote social inclusion links in the university community and have a differential training for 40 hours. Thanks to the project, the students completed a two-week learning period at the UCAM

4



Sport Center. In it, they had the support and necessary supervision, by the researchers and the figure of the sports mentor, to be able to carry out the different selected tasks, in order to obtain skills in the area of social integration in sports practices.

These activities were disseminated through media:

Link (Spanish language):

<http://investigacion.ucam.edu/noticias/aumenta-la-empleabilidad-en-las-ciencias-del-deporte-mediante-la-inclusion>

1.1.2 Finland

Vantaa

Vantaa's first employment trial started at the beginning of February 2020. This trial was organized in cooperation with Vantaa Sport Services and Sport for All -society. Intern was selected because she had a suitable background and teacher education, and this trial would give her more experience about Finnish work life and maybe improve her opportunity to get a job from the field of sport. Trial period was four months and during this internship was part of Sports for All -society's everyday tasks like planning events, coordinating sport groups, and involving different meetings together with other workers.

Overall, the trial was successful, and the trainee gave good feedback and society was satisfied. After the trial period, the intern writes in her evaluation report that she has learned that it is important to develop communication, sincerity, management skills and keep learning new things. In her opinion Finnish work life is systematic and always exact but still the atmosphere is casual. The internship was a great experience and offered her a chance to find out which skills could be improved in the future. In the future she hopes that she could organize events for children and help other immigrants to adapt to the new environment through sports.



After this kind of good experience society has a lower threshold to take another immigrant backgrounded intern into their work community and this advances YIB opportunities to have experience about working life and hopefully give them the right direction on what they would like to do in the future.

Second employment trial started at the end of October 2020. This trial's duration was also four months, and it was organized together with vocational school Careeria and Vantaa Sport services, a functional unit.

Covid-19 situation brought some challenges but, in the end, the trial was also very successful especially from the intern's point of view. Intern had a chance to implement versatile tasks and he did get a great experience during this period. This trial was part of a student's regular studies and there were two main topics: what kind of tasks he should have, customer service and having experience on how to act and be part of the working community. During the trial intern had a chance to work at Tikkurila's swimming hall where he had the opportunity to be part of swimming teachers' days as an assistant and regular swimming hall customer service situation. This was the most pleasing part to the intern because he's own hobby background was in water sports. Because the Covid-19 situation and teleworking recommendation intern had a lot of different tasks which he implemented on his own, like video projects together with Vantaa Channel concerning his hobby, death diving. He was also working at "Corona van" which idea was to share information about Covid-19 and masks to citizens.

We were glad that this trial period was possible to implement even though the situation was tricky. It is important to arrange these opportunities to students and other youngsters who need to have their experience in working life. We had good cooperation with Careeria, and we will continue this in the future.



Link to the video made by trainee:

<https://www.youtube.com/watch?v=zQD4gxsLHxs>

Helsinki Business College

In this project, a recruitment event was organized in the form of a sports cafe among young immigrant students on 16th of March, 2021 in Helsinki Business College. There was all in all ten participants from which 3 were selected for the work trial.

In employment trials there were two approaches to be tested. The first one was how to get employed by others and the other one how to develop a business of your own and become self-employed. During Sport Cafe sessions these approaches were informed and coached accordingly to students. Helsinki Business College's first trial implemented in August, 2020-December 2020.

This employment trial was organized in cooperation with Helsinki Business College and Siec Finland. Intern was selected because the student had a suitable background and coaching experience and improved her opportunity to get a chance to organize a dual career properly from the field of sport by working and sporting. Trial period lasted five months and during this period the student planned events and took part in webinars and made some videos for YIB's. The trial was successful, and the trainee gave great feedback and by networking she was able to get a permanent job. Via this experience she was able to graduate from Helsinki Business College as well.

Helsinki Business College's second trial began in October, 2020 and finished in March 2021. The second employment trial was organized in cooperation with Helsinki Business College, Metropolitan Area Urhea organization and with the student's own company. Intern was selected because he had a suitable background and he had coaching experience and this employment trial improves his skills of entrepreneurship. Trial

7



period lasted six months and during this period the student created his own business in the field of sports clothing. The student also planned events and took part in webinars. The trial was successful, and the student graduated from Helsinki Business College and learned a lot of entrepreneurial actions in real business life via dual career. He also got a permanent job via increased networks.

Helsinki Business College's third employment trial began in January 2020 and finished in December 2020. The third employment trial was organized with Helsinki Business College and Kesko-company Group and it lasted 12 months. Intern was selected because he had a suitable background, and he needed more information on the field of trade and sports sponsorship that Kesko does.

During this employment trial period the student developed his managerial skills as well as networking skills in Kesko Group. Student also planned events and took part in webinars. The trial was successful, and the student graduated from Helsinki Business College and learned a lot of actions via dual career dealing sports sponsors and Kesko Group. He also got a permanent job from Kesko Group after this employment trial because of his excellent working.

1.1.3 Italy

The employment trials implemented by CESIE was organized as a paid apprenticeship for young people with migrant background at a sport organization in Palermo.

This activity was organized in three different main steps:

- Preparation
- Implementation
- Follow up



In June – August 2020 CESIE contacted several sport organizations willing to host youth with immigrant background. After an evaluation, CESIE decided to subcontract CUS Palermo, big sport organization providing lot of sport activities and with experience in dealing with youth with migrant background.

In September CESIE together with CUS Palermo selected three guys for doing apprenticeship in football, basketball and handball. Immediately after an initial training at the beginning of October, the three boys started the training activities; unfortunately, after a few days the apprenticeship ended due to the worsening of the pandemic situation which did not allow to continue the activities at the CUS.

At the end of February 2021, CESIE restarted the preparatory phase, since CUS didn't no longer express an interest in hosting this project activity. Finally, the new apprenticeship activities were carried out within the F.C.D Virtus Olimpia, a football school for children and teenagers, which regularly hosts trainees. The three boys selected were: Zied Bensaied, 19 from Tunisia, Ebongue Ebanda Isaac Dominique, 36 from Cameroon, Ayouba Soumarou, 22 years old from Guinea.

They are boys with fewer opportunities, given that they have been living in Palermo for a few years and have difficulty integrating into the local community due to the lack of knowledge of the Italian language and the difficulty in following training courses suitable for their motivations and interests. After an initial training and having stipulated all the formal documents required by the project, at the end of March they started an apprenticeship at the football school. Each boy had 8- week activity plan with more than 80 hours.

The activities, taking place in the afternoon, aimed at giving and improving to the guys both professional and transversal knowledge and skills, allowing to know and learn the role and duties of a football coach: football rules; preparation and implementation of a training session; training differences according to the age of the players; accident prevention;



communication with staff and players etc. In addition, the three boys had the opportunity to carry out a personal project which consisted of organizing and implementing sports activities for other children together with CESIE (ME n ° 6).

Each boy had a weekly plan (3 hours per day) and was followed by a coach from the football school and by CESIE.

In fact, the training plan included many moments of evaluation: at the end of the day with the coach and at the weekend both F.C.D Virtus Olimpia and with CESIE; an intermediate evaluation at the end of the first month and a final at the end of the apprenticeship both with the football school and with CESIE.

At the end of the apprenticeship activity, the three boys received a certificate attesting to the skills acquired. This apprenticeship experience was very formative both for the three participants and for the football school. The boys acquired important technical skills, which can be used in the sport job market. They have also greatly improved transversal skills such as linguistic, intercultural, and relational skills. The football school also benefited greatly from this experience as the presence of children with a migratory background was a novelty.



Picture 1. Employment trial CESIE

1.1.4 Bulgaria

Dia-Sports employment trial conducted a one month paid internship in Sofia/Bulgaria of three interns with migrant backgrounds. The internship was organized and conducted in the period from August to September 2020. Its aim was to encourage the employment of young people with a migrant background in sports organizations.

The interns were from: Syria, Algeria and Poland. The internship was conducted in three stages: the first week was dedicated to general acquaintance with the main regulations concerning the registration and forms of work of the sport clubs, getting to know the sports hall and all the work equipment: health and safety, knowing all the new measures due to COVID-19, communication with kids, youngsters, parents, how to handle kids before, during and after training. Responsibilities on the workplace; how the schedule of the sports hall works, getting to know the clients, acquiring terms and language skills, sports in free time during breaks on regular school time, different sports in the free time at schools as after



class activities; free playgrounds and fitness equipment in gardens and parks in Sofia- municipality projects and more. The second stage lasted two weeks - delivering activities promptly, following tutor's instructions, collaborating in the work team and organizing progressively own activities.

The interns learned helping out coaches leading training session in all the activities in the sports club, how to implement humor and free talk in the training sessions for adult customers, attended an open air training session, participated in condition training and all the basic muscle groups- learning how to implement training into games and vice versa; visited the kids' summer camp and attended all the activities (climbing, walks, horse riding, trainings, free activities, lectures, etc.); organized a walk in Vitosha mountain with lecture on cultural differences, helped with the organization of the 1-st International Judo tournament in memory of Georgi Tonkov. Participated in the making of advertising for the sports club- how to make advertisement on word document and print out to flyers, preparing for the beginning of the new school year, first aid (during the sport activities and at school). The third stage lasted one week and was dedicated to elaboration of an own simple project autonomously, being supported by the tutor. The interns conducted their projects successfully with the trainees in the sport club. They learned how to organize micro competition in the sports hall and all that is needed: organizing and planning the event, making schedule, what can go wrong /weather conditions, preparing equipment, track and more, warm up session - how to make it entertaining for the trainees from different sports; making it easier for trainees that have not trained sports at all, smiling all the time - why looks is important and dressing for small kids – colorful; condition training - what kind of terrain will be used, equipment etc. How to contain a good session: muscle groups targeted during session- whole body condition, cardio part and how to cool down -cooling down session at the end – stretching.

The impact of the internship on the participants could be summarized as follows: During the internship the interns improved their language and communication skills. They all were pleased to be a part of such



experience. They were organized, disciplined, on time every day and had a great attitude towards their colleagues and workplace. With the time they started feeling more comfortable when speaking to new people and managed using the new specific sports terms better and better. The interns had a great time when working with children and adults in the sports hall; they were very excited and pleased about all the activities that were involved in this course. All of them expressed their intention to try to realize themselves as tutors/trainers in the near future in the field of sport. They were extremely grateful for the opportunity given to them to participate in such an internship – employment trial.

1.2 Sports and well-being related pop-up start-up challenge

1.2.1 Finland

The participants of the work trial also participated in the Pop-Up Challenge events in Kuusijärvi in November 27th, 2020 and in Fazerila on the 20th of Jan, 2021. In the Pop-Up Challenge, young people with an immigrant background took part in a dual -career Pop Up Challenge competition, taking advantage of the Business Model Canvas (Annex 1) as a portrayal of their sports careers and thus creating a sports entrepreneur's path to employment. Sport as the first profession means the stage for immigrant youth, where the immigrant athlete focuses full-time on her/his sports career. The phase includes a training and life career plan that prepares you for a career after top sports. Career Transition refers to the stage where an immigrant, a young athlete, stops aiming for top sport and moves on to the next stage of their career. One possible option is a career as an entrepreneur. Pop-Up Challenge material is the basis for the young people taking advantage of career transition description by using working tool like Business Model Canvas. Peer Instructor Training supported the totality of all these sections which those students participated in the work trial.



Picture 2. Helsinki Business College Pop-Up Challenge at Kuusijärvi

1.2.2 Spain

The Faculty of Sports of the UCAM has developed an event on the campus of Los Dolores (Cartagena) to show the progress made in the framework of the European project YIBINs. The University has carried out several actions during the 30-month life of the project. This project, belonging to the European Erasmus + Sport call and co-financed by the European Commission, is focused on promoting social inclusion through sport. Therefore, meetings have been developed in Bulgaria, Italy, Spain, Finland and Sweden, by way of workshops, seminars and courses. The purpose of all these activities has focused on training different professionals in the sports sector in order to obtain social collaboration that helps the inclusion of young migrants at risk of social exclusion. Among them we can highlight: The creation of sports activities such as 'Fun Run, races for different categories, traditional and sports game activities; The development of a workshop on Dual Race taught by experts Dr. Antonio Sánchez Pato (Dean of the School of Sports and Principal Investigator of this research project), and Dr. Juan Alfonso García Roca;



And the tutoring of four university graduates in order to obtain a master's degree in the area of social integration in sports practices.

In a meeting held at the Cartagena Campus, the need for intersectoral collaboration aimed at equal opportunities and social inclusion is also highlighted, along with training in methodologies that facilitate sports teaching and inclusion through sports as a tool. pedagogical for comprehensive training. The Cartagena Campus of the San Antonio Catholic University has hosted a working meeting of representatives of different groups and institutions of the municipality under the name 'Emerging challenges of young people of immigrant origin through sport' in which the Results of the YIBINs 'Young people of immigrant origin' project, co-financed by the European Commission with Erasmus + Sport funds. After knowing the perspectives of the Spanish participants and partners from Bulgaria, Italy, Finland and Sweden of the project, among the conclusions stands out "the importance of coordination between institutions belonging to different sports sectors (educational, sports organizations, municipal services, clubs, federations and others), with which intersectoral collaboration aimed at equal opportunities and social inclusion is considered one of the emerging challenges in today's society".

In addition, training in teaching methodologies that facilitate sports learning and social inclusion through sports as a pedagogical tool that seeks the comprehensive training of people was concluded. Finally, it was shown that "the dual career is offered as an emerging line of work that allows combining the academic and sports career that could facilitate, in turn, the employability and social inclusion of young athletes with an immigrant origin".



2. Best practices and recommended service package

This work packages best practices and recommendations are based and collected from each partner and developed ideas and recommendations are based on above mentioned actions which been piloted and tested together with the target group and different cooperation actors. Like in all actions during the YIBinSport project, all the actions have implemented together with local sport organizations like sport clubs, educational organizations, municipalities etc. stakeholders.

The main initial challenge in 'WP5 Utilization of Sport in employment and recruitment to Sport Organizations' of YIBinS project was *to lower the threshold of the YIB to employ themselves and build up the connections to the sports organizations, public bodies and companies seeking for the workforce*. Thus, the best practices and recommendations are:

Cooperation and networks

- Create a **good network** which includes educational organizations, possible internship place providers like companies, sport clubs and other stakeholders and possibly some employment service representatives. **Organize recruitment event regularly, where these stakeholders can meet youngster from different backgrounds.**
- It is very positive that it becomes a permanent service to all youth with an immigrant background who fit under the proposed criteria available.
- **It is critical to select, recruit and train** youth with an immigrant background (YIB) who are highly motivated and more sensitive to the problems facing that particular category of participants because they can be a link to help other young people with the same characteristics.



- The instructors should **be open-minded** and flexible to understand the reality of each youth with an immigrant background and they should maintain contact with student-athletes to monitor whether YIBinS participants are doing enough.

Recognition of target group

- It is important **to identify the particular needs** of each youth with an immigrant background by formulating with the tutor the “roadmap” for each student-athlete. **Mentoring** helps youth with an immigrant background cope with the stress that this experience might imply.
- Plan the internship period together with the intern/student/YIB and if possible, **modify tasks suitable for her/ him considering interns interests**. This helps inspire and motivate interns. Also remember to give feedback and remind interns that she/he can give feedback also.

Marketing and communication

- A good marketing and **communication** strategy should be aligned to the sustainability of the model revealing all the advantages and the multiple effects not only for the youth with an immigrant background but also for the Institutions and the relative stakeholders.
- Create **a platform** where students/YIBs and employers can meet virtual and where they can inform each other about open trainee places or needs for trainee period.
- After the trial period: **trainee and employer should arrange a “development discussion”**. Are there any other possibilities to continue cooperation like summer job possibilities etc. If employers have better networks (like usual they do) they can also **recommend trainees to contact some other**



stakeholders who might have something to offer, for example the next internship place.

Removing obstacles

- Potential employers should consider their own “rules” regarding **possibilities to take interns**, the process shouldn’t be so difficult. **Be part of the solution not the problem!**
- Those who benefit from these possibilities the most, for example immigrants who don’t speak native language that well, **should be taken to internship periods more easily**. This gives a good experience about local working culture and possibility to learn language and other skills.

All the piloted actions, like recruitment event, Pop-up start-up challenge and Employment trials can be recommended for all sport related stakeholders, especially for educational institutions and their students and teachers. All the actions can be modified to fit and be suitable for different organizations. Taking into account the best practices the results of each action can be more effective. In the end, the main idea was to lower the threshold of the YIB to employ themselves and build up the connections to the sports organizations, public bodies, and companies. We also recommend exploring all the YIBinSport outcomes, because all of them are related to each other’s and it is important to understand the holistic point of view when talking about integration and well-being.

Annex 1: Business Model Canvas

<p>Key partners</p> <p>Who are our most important partners? Who are our most important subcontractors? What important resources do we get from our partners? What important work are our partners doing?</p>	<p>Key activities</p> <p>What activities do we need to perform to fulfil our value proposition? For functioning distribution channels? For successful customer relationships? To realize revenue streams?</p>	<p>Value propositions</p> <p>What value or benefit are we offering our customers? What customer problems are we solving? What services are we offering to different customer segments? What customer needs are we fulfilling?</p>	<p>Customer relationships</p> <p>What kind of relationship are our customers expecting with us? What kind of customer relationships have we been able to create? How do the customer relationships fit the rest of our business model? How much do our different customer relationships cost us?</p>	<p>Customer segments</p> <p>Who are we creating value for? Who are our most important customers?</p>
<p>Cost structure</p> <p>What are the most significant costs in our business model? Which of our key resources are the most expensive? Which of our key activities are the most expensive?</p>	<p>Key resources</p> <p>What minimum resources does our value proposition require? What distribution channels do we need to fulfil our value proposition? What kind of revenues do we need to fulfil our value proposition?</p>		<p>Channels</p> <p>In which channels do our customers want to transact with us? How are we reaching them now? How do the different channels cooperate? Which are the most cost-effective? How do the channels fit our customers' routines?</p>	
			<p>Revenue streams</p> <p>What are our customers really ready to pay for? What are our customers paying for the most at the moment? How are they currently paying? How would they prefer to pay? How are different revenue streams increasing our turnover?</p>	

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