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Olympic Committees for Dual Career

Research Report



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Acknowledgements

With the collaboration of researchers from the Olympic Committees of Lithuania, Slovenia, Greece and Türkiye, and under the coordination of the Polish Olympic Committee.

Project information

OCDC is a two-year project co-funded by the European Commission's Erasmus+ Sport Call 2021, under the Cooperation Partnerships programme, with the ID 101050046.

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WHAT IS OCDC?

OCDC stands for "Olympic Committees for Dual Career", and it is an Erasmus+ funded project created to promote dual career knowledge and understanding among athletes competing in Olympic sports and among National Sport Federations. A Dual Career in sport allows elite athletes to further their education and prepare for future employment while being active. A dual career is a bridge between the world of sport and professional life after its end. A bridge that combines two goals - fulfilment in the field of sporting achievements and caring for professional future. Combining the world of elite sport and the professional and academic world daily is a difficult task, and hence, it is necessary to provide support for athletes.

Hence, OCDC was born from the will of the participating Olympic committees to improve the opportunities of national athletes to balance elite sports and education, and to prepare for a career after they become retired. In order to achieve that, this project aims to listen to athletes' needs and preferences and elaborate institutional support systems that help athletes be able to access and balance a Dual Career.

OBJECTIVES

The main goals of the OCDC project are:

- 1. Supporting dual career of athletes
- 2. Supporting digital innovation in sports (using digital tools for learning).

For that, five specific objectives have been put in place, which define the outcomes to be developed by the project.

 Understanding of the Dual Career issues and needs of Junior and Senior athletes in Olympic sports in 5 countries – based on research. Analysis of good practices in addressing those needs in the 5 researched countries.



- Pilot implementation of Single Points of Contact on Dual Career in 5 NOCs and 5 National Sport Federations.
- 3. Creating roadmap for NOCs and NSFs to implement Single Points of Contact on Dual Career in a form of Handbook.
- Rising awareness of Junior and Senior Athletes on the Dual Career importance during different stages of elite sport career by participation in Massive Open Online Courses (MOOCs).

ACTIONS

In order to achieve the project's objectives, different actions are undertaken, related to research, design and testing. Project actions are the key steps necessary to the completion of the five specific objectives and the delivery of the planned outcomes for the project: its research report, the implementation of Single Point of Contact, the Handbook for Olympic Committees and Federations and the Massive Open Online courses for athletes. This report is the first of the outcomes, a result of the project's initial research: a needs analysis and review of best practices carried out in partner countries, which sheds light on the state of dual career programmes, current trends, success stories, barriers and possible improvements.



Figure 1. OCDC project actions.



CONSORTIUM



Polish Olympic Committee

The Polish Olympic Committee (POC) is an autonomous, nationwide association of sports associations and organizations based in Warsaw, established on October 12, 1919 as the Committee for Polish Participation in the Olympic Games. It deals with the full organization of the participation of the Polish National Team in the Olympic Games - appointment, reporting and ensuring participation. It disseminates Olympic ideas, principles and values, cares for the development of qualified sport, promotes sport for all, fights doping, spreads the idea of fair play and conducts Olympic education.

Hellenic Olympic Committee

Elliniki Olympiaki Epitropi or The Hellenic Olympic Committee (HOC) was founded in Athens, November 24th, 1894. Its mission is to oversee and act to ensure the development, promotion and safeguarding of the Olympic Movement, the spirit of fair play and out-of-school physical activity, in accordance with the principles of the Olympic Ideal and the traditions of the Hellenic sport. The HOC's role is: To supervise the Olympic Sports and cooperate with the State as well as with the public and private bodies for the promotion of healthy sport policies.



Turkish Olympic Committee



Turkish Olympic Committee (TOC), established in 1908, is an autonomous, non-profit and nongovernmental organization made up of volunteers, working for the benefit of society. TOC is the national constituent of the worldwide Olympic Movement in Türkiye. As such, its mission – as outlined in the Olympic Charter – is to develop, promote and protect the Olympic Movement in Türkiye. TOC promotes the basic principles and values of Olympism as well as ethical and moral standards in sport to all and contributing to mutual understanding and friendship among nations for peaceful coexistence.



Slovenian Olympic Committee

Olympic Committee of Slovenia–Association of Sports Federations (OCS-ASF) is umbrellaing nongovernmental sport organization in Slovenia. Its mission is to create a better country through sport and the Olympic movement. It is not only connected to the elite sport, but also to sport for all with high awareness on the importance of sport at the local level. The OCS-ASF was established in 1991 when Slovenia became an independent country. The OCS-ASF has, to date, 170 members – including national and local sports federations and other sport associations in Slovenia.





Lithuanian Olympic Committee

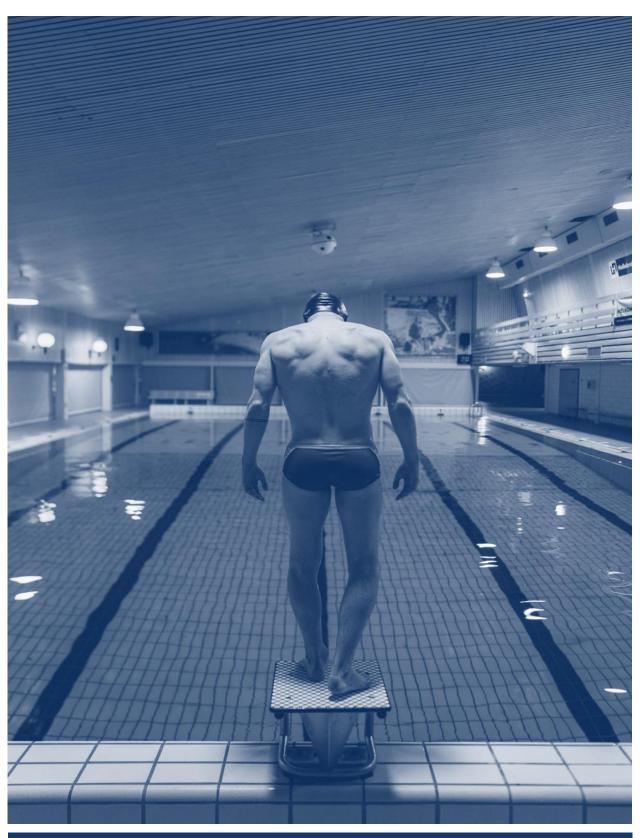
The National Olympic Committee of Lithuania (Lietuvos tautinis olimpinis komitetas, LNOC) is an independent organisation that participates in the world Olympic movement. The LNOC actively participates in the preparation of Lithuanian athletes for the Olympic Games and supports the development of Olympic sports programmes in Lithuania. According to specific criteria, the LNOC also offers support to Olympic sport federations (36) and recognized (3) sport federations. Federations whose members win Olympic medals are offered further support, and financial support for various other sport programmes is offered as well.

The European Network for Innovation and Knowledge

The European Network for Innovation and Knowledge (EUNIK) is a Foundation based in the Netherlands but working internationally. EUNIK has been formed by higher education and R&D experts, with more than 15 years' experience working in the international field. The team at EUNIK has broad experience working at governmental, business, NGOs and Universities, which gives a perspective of how to approach the different goals and ways of working in those environments. With expertise in e-learning, digital change management and sport, the organization brings value to the projects it is involved in both in national and international scale.











INTRODUCTION

Dual career (DC) is defined as "a career with major foci on sport and studies or work" (Stambulova & Wylleman, 2015, p.1). DC has been a subject of interest for researchers, practitioners, and policymakers in Europe, leading to the development of communication and discourse (Stambulova & Wylleman, 2019). Researchers have emphasised that DC can be beneficial for athletes, as it assists them in balancing sport and study/work, which in turn better prepares them for their post-athletic lives (Aquilina, 2013; Carless & Douglas, 2013). Athletes can benefit from their engagement in DC through the development of employability skills, financial security, well-rounded identities, reduced life stress, strong social networks, and appropriate plans for retirement (Tekavc et al., 2015; Torregrosa et al., 2015).

However, researchers have also expressed concerns that managing DC can be very challenging for athletes. In this regard, the concept of DC refers to the challenge of combining a sporting career with studies or work, which remains a source of concern for most high-performance athletes (Ryba et al., 2015). Researchers have reported that DC athletes face challenges and barriers including time constraints, a lack of DC support, fatigue, and mental health issues (Cosh & Tully, 2015; Ryan et al., 2017). As a result, the increased pressure associated with successfully combining an academic and sporting career, especially when a lack of dual career support is available, may lead to athletes' premature retirement from elite sport (Aquilina, 2013; Wylleman & Reints, 2010). This issue has been acknowledged by the European Commission in an effort to promote sport development in a socially responsible manner (European Union, 2012). Since then, researchers, practitioners, policymakers, and other stakeholders have been engaged in promoting DC and developing DC support for athletes.

Nonetheless, gaps remain in understanding and identifying the barriers and challenges that athletes may face at different stages of their athletic careers, as well as the available resources they can utilise to manage their DC. It is also crucial to determine if there are any differences in the perspectives of active and retired athletes regarding barriers, challenges, and available resources.



If any such differences exist, the reasons should be examined in order to apply them to practice, such as developing customised support schemes/initiatives for the respective groups. Our project, therefore, aims to address these gaps. To this end, we plan to conduct a literature review to gain an overview of what has been done in this research area, in order to establish a foundation for our final project. To guide our investigation, the research questions are as follows:

- 1. What barriers and challenges do athletes face in balancing sport and education or sport and employment?
- 2. What barriers and challenges do athletes encounter during their transition from sport to employment?
- 3. What resources are available to help athletes cope with these barriers and challenges?
- 4. What additional resources are needed for athletes to manage these barriers and challenges effectively?
- 5. Do active athletes and retired athletes perceive dual career barriers, challenges, and the necessary and available resources differently?





LITERATURE REVIEW

Throughout their athletic careers, athletes commit considerable time and effort to their sport, encompassing various crucial stages of their age-related and life career development (Stambulova & Wylleman, 2014). As athletes go through different transitions, such as junior-tosenior, amateur to professional, and exiting sport, they inevitably encounter significant challenges and barriers in their pursuit of success. In this regard, they require support to maximise their potential and address the difficulties they experience. This support may serve as an effective means to offset the potential costs of their dedication and hard work, including one-sided development, sacrifices in non-athletic areas of their lives, and injury management (Stambulova et al., 2015). DC has been acknowledged as an effective approach for managing both sport and nonsport aspects of athletes' lives, which positively influences their preparation for post-athletic careers. Athletes who successfully manage DC may be able to avoid sport dropout and athletic identity crises (Lally, 2007). The benefits of DC are positively correlated with coping strategies during junior-to-senior transitions (Pummell et al., 2008), transitions to higher-level training settings (Poczwardowski et al., 2014), and transitions out of sport (Park et al., 2013). Henriksen et al. (2010) also demonstrated that successful athletic talent development environments and organisational cultures tend to support and promote sport-education balance. DC can also aid athletes in coping with adversity (e.g., injury, loss of form, being dropped; Morris et al. 2016; Torregrosa et al. 2015) and maintaining motivation and positivity in their sport and life, especially during stressful periods (Sorkkila et al. 2017; Morris et al. 2021). As previously noted, engaging in a DC can be advantageous for athletes' preparation for post-athletic careers, as it facilitates preretirement planning (Park et al., 2013). In the absence of well-established planning, athletes may experience identity foreclosure, which can result in poor mental health, difficulty adjusting to life beyond sport, and potential maladaptive behaviours (e.g., drug and alcohol abuse; Danish et al. 1993; Sorkkila et al. 2017). In this context, DC offers significant benefits in helping athletes overcome challenges, difficulties, and maladaptive coping mechanisms they may encounter.



Although previously mentioned, it is important to note that athletes pursuing dual careers may encounter challenges and barriers due to their substantial commitments to both sport and academics (Ryba et al., 2015). Despite the proven and potential benefits of engaging in a DC, significant challenges must not be ignored by athletes and support staff when assisting with DC endeavours. For example, research has shown that balancing multiple life domains (e.g., sport, academic or vocational, private life) can be difficult, as it requires allocating adequate time and focus to pertinent tasks at appropriate moments (Wylleman & Lavallee, 2004; Wylleman & Reints, 2010; Stambulova & Ryba, 2013). In this context, DC can be marked by considerable workloads across various domains, rigid schedules, compulsory class attendance in school, and resistance to alternative focuses by both coaches and athletes themselves (López de Subijana et al., 2015; Ryan, 2015; Tshube & Feltz, 2015). To effectively balance these competing demands, DC athletes must have suitable coping mechanisms and support in place.

Interest in dual careers (DC) has been steadily increasing in Europe, largely influenced by the comprehensive documentation of "The EU Guidelines on Dual Careers of Athletes" (2012). These guidelines establish a minimum standard for athletes' dual career arrangements in EU countries, advocating for a cross-sectorial and inter-ministerial approach at the national level, dual career support services across all stages, and the development of national DC guidelines adapted to respective cultures and based on national research exploring current DC systems and potential improvements (Stambulova et al., 2015). The guidelines have also contributed to a growing research interest in DC. Since 2013, 'Dual Careers of Athletes' has been one of the key topics within the Erasmus+ programme, supported by the European Commission, reflecting its significance in the sports setting (European Union, 2012). It has been reported that Erasmus+ Sport has funded 59 projects on the topic of dual careers of athletes (López-Flores et al. 2020), indicating the interest of scholars, practitioners, and other stakeholders in DC. Although several schemes and initiatives have been developed to support DC athletes based on these guidelines, further investigation is needed to devise more effective and suitable schemes, potentially incorporating structured support systems that consider each culture and political context. This will ultimately better support DC athletes and ensure their overall well-being (Hong et al., 2022).



Researchers have highlighted the importance of adopting a holistic approach to understanding and supporting DC athletes across various aspects, such as athletic, psychological, psychosocial, vocational/academic, financial, and legal levels (Wylleman, 2019). Condello et al. (2019) also stressed that DC athletes' experiences can be influenced by a range of factors, including individual characteristics, support providers/social networks (e.g., parents, teachers, coaches, peers), educational institutions (e.g., higher education), and national governing bodies. Scholars have claimed that DC athletes can successfully balance their athletic and non-athletic commitments if they develop key competencies such as DC management, career planning, emotional awareness, and social intelligence and adaptability, in combination with structured support systems (De Brandt, 2017; Li & Sum, 2017). In line with a holistic approach, our project employs the Holistic Athletic Career model (HAC; Wylleman, 2019) to gain a deeper understanding of DC athletes and identify the most effective ways to support them. The HAC model is presented in Figure 2. As illustrated in Figure 2, the HAC model outlines a series of stages across six distinct pathways of athletes' development.

The HAC model has been extensively used to guide research on career transitions (Debois et al., 2015; Reints, 2011; Tekavc et al., 2015), career assistance/support programmes (Bouchetal Pellegri et al., 2006), DC support services (Hong et al., 2022), and the establishment of sport policies related to the support needed by athletes during retirement from sport (European Union, 2012). This holistic approach has also contributed to heightening researchers' focus on the influence of context and culture in relation to various transitions throughout an athlete's career (Cosh et al., 2015; Henriksen et al., 2014; Stambulova, 2016). Adopting such a developmental and holistic perspective enables researchers to gain a deeper understanding of how elite athletes navigate their athletic and non-athletic careers, manage various transitions across different developmental stages of their athletic careers, and effectively prepare for their post-athletic lives and careers (Wylleman et al., 2016). In this respect, the HAC model was deemed appropriate for the present project.



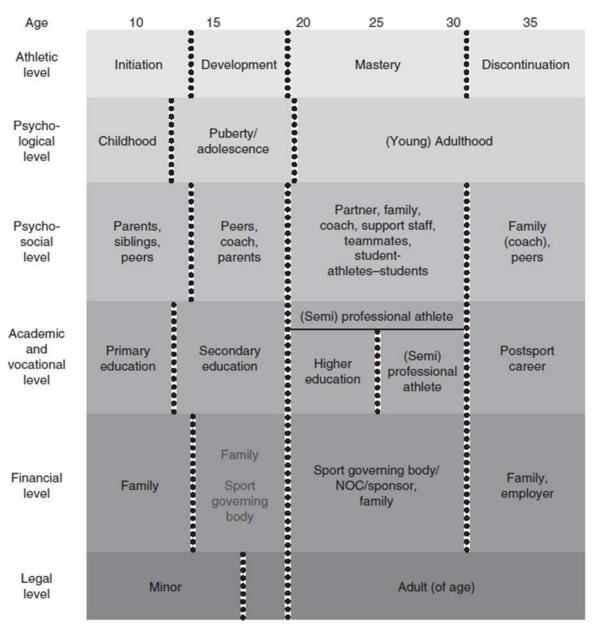
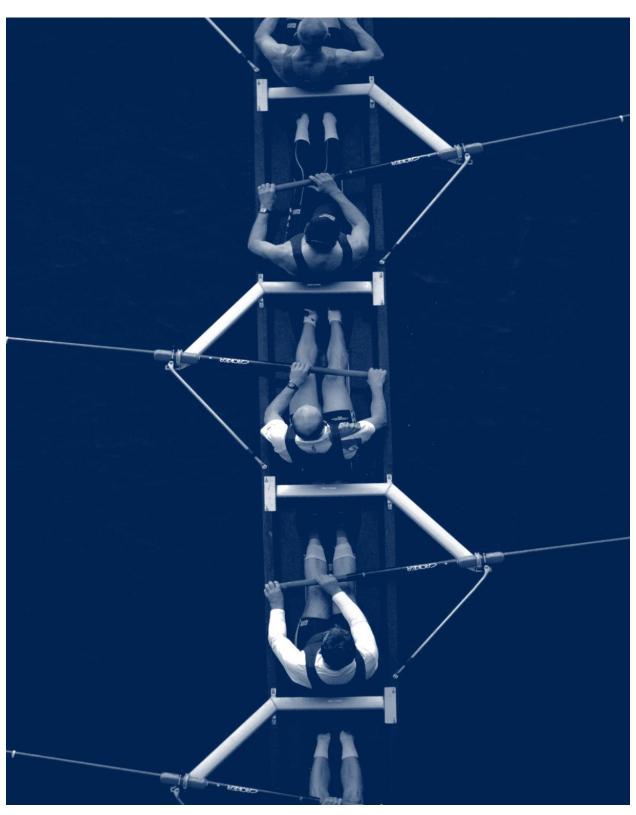


Figure 2. The Holistic Athletic Career Model (Wylleman, 2019)







METHOD

An online survey was conducted with participants from seven European countries, namely Greece, Italy, Lithuania, Poland, Slovenia, Türkiye, and the United Kingdom (U.K.). The questionnaire, comprising 58 items, was administered using Google Forms as the online survey platform. A total of 718 participants completed the questionnaire, with the majority being elite athletes who have competed in international events. For the purposes of the survey, the athlete participants were categorised into three groups: U16, 19 and 23, Over 23 elite athletes, and retired athletes. Participant ages ranged from 12 to 76 years old. Data analysis was carried out using SPSS version 27, with frequency analyses and descriptive analyses performed. These analyses provided insights into the project population and responses to the questionnaires.

RESULTS

In this section, descriptive statistics are presented to illustrate the findings from the survey data. However, the results are limited in scope due to the un-coded nature of the data, which may restrict its suitability for certain types of analysis and necessitate additional processing before conducting statistical tests. Despite the incomplete coding of the survey data, attempts were made to perform statistical analysis using SPSS to convey the results of several key points as thoroughly as possible.

A total of 718 responses were gathered from seven different countries. The largest proportion of respondents were from Greece (31.9%), followed by Poland (21%), and Lithuania, indicated as Lietuva in Table 1 (16.4%). The UK and Italy had the smallest representation, each with 0.1% of the responses, while Türkiye and Slovenia each accounted for approximately 15% of the responses.

Of the 718 responses, more than half of the participants were female, representing 58.9% of the total. Male respondents made up 43.22% of the total, while 1.9% chose not to disclose their



gender. The gender distribution in the survey is relatively balanced, which may indicate that the survey was thoughtfully designed and executed in a manner that accommodates both genders.

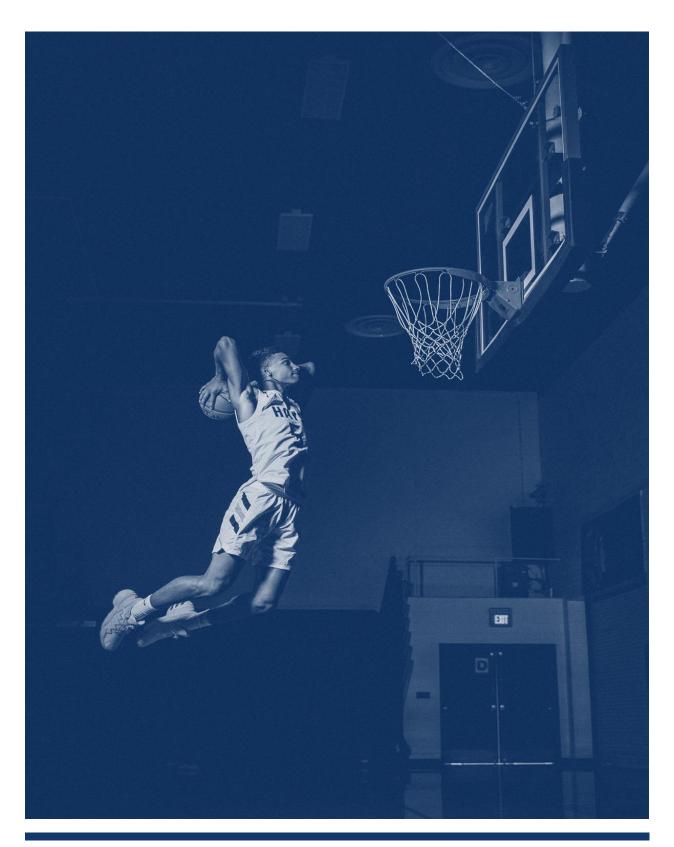
Respondents display a diverse range of birth years, spanning from 1946 to 2010. The largest proportion of respondents were born between 2004 and 2007, accounting for 32.6% and 20.1% of the total responses, respectively. The subsequent most represented birth years included 2006 (14.8%) and 2005 (12.2%). Conversely, the least represented birth years were 1946, 1947, 1948, 1949, and 1956, each comprising only 0.1% of the total responses.

U16, 19, and 23 athletes spend a mean of 19.66 hours spend actively engaged in sports weekly, with a mean of 24.22 hours actively engaged in education. For athletes over 23 years old, the mean is 25.26 hours per week engaged in sport; 9.61 hours spend in education. Lastly, retired athletes spend a mean of 31.02 hours engaged in sport, 17.42 hours in education.

Question 39 in the survey inquires if participants are familiar with policies, programmes, or measures that facilitate the combination of elite sport and studies. The table reveals that out of 718 participants, 165 (23%) responded "Yes," while 432 (60.2%) responded "No." Two invalid response options, "in" and "even," are present with nine missing data points. These options should be considered as missing data and excluded from the analysis.

When asked about the existence of polities or initiatives on 'Dual Career' in the respondents' countries, out of the 718 participants, 64.5% responded "Do not know", while 13.1% answered "none". On the other hand, 15.2% of the respondents represented they know at least one policy or programme, and 5.6% reported that there are more than one.







Among Greek athletes (299 respondents), 148 participants (64.6%) answered "Do not know", 45 participants (17.7%) answered "none", 28 participants (12.2%) answered "Yes, I know one policy or programme", and 8 participants (3.5%) answered "Yes, there are more than one".

In Lithuania, from the number of total 118 respondents, 70 participants (59.3%) answered "Do not know", 20 participants (16.9%) answered "none", 15 participants (12.7%) answered "Yes, I know one policy or programme", and 9 participants (7.5%) answered "Yes, there are more than one".

Of the Polish participants, 93 (61.6%) responded that they do not know while 26 participants (17.2%) responded that they know one policy or programme. Only seven participants (4.6%) reported that there are more than one policy or initiative on Ducal Career in their country. 24 participants (15.9%) responded for "none".

Out of the 107 Slovenian respondents, 68 (63.6%) did not know if there were any police or programme. 23 participants (21.5%) knew about one policy or programme while nine participants (8.4%) were aware of more than one. Only four participants (3.7%) reported that there were no polices or programmes available in Slovenia.

In Turkiye, 15.3% of respondents knew at least one policy or programme related to dual career while 5.4% reported that there were more than one policies or programmes. On the other hand, 74.8% of the participants reported that they do not know if policies or programmes exist in Türkiye. Only 0.9% reported that there are no policies or programmes related to dual career.

Participant from the U.K. respondents knew that there were more than one policy or programmes related to dual career while one Italian answered "do not know" for the existence of the policies or programmes in Italy. Therefore, it showed that a significant proportion of people from the seven different counties still lack knowledge on Dual Career.

Table 1. Q44) In your opinion who should be in charge of 'Dual Career' policy in your country?



Athletes were also asked to provide their opinion on who should be in charge of Dual Career policy in their country. A total of 24 out of 718 respondents did not provide a response, while 153 respondents indicated that they had no opinion on the matter. However, 541 respondents expressed that dual career policy should be handled through some institution or organisation.

The question "What barriers and challenges do athletes face in balancing sport and education or sport and employment?" this analysis is not able to provide concise results because of the complexity of the data. Nevertheless, the results indicate that a majority of athletes in any age groups and retired athletes struggled to balance their sport commitments and academic or employment obligations, resulting in poor attendance in school classes. However, precise data analysis through proper coding is needed to provide accurate results.



CONCLUSIONS AND RECOMMENDATIONS

While a more comprehensive coding and analysis process is necessary, the initial data analysis has provided valuable insights into our project. Based on the data from Table 3, it is evident that athletes in the over 23 age group have a higher average time commitment to sport than those in the U16, 19, and 23 age group. On the other hand, the U16, 19, and 23 athlete group has a higher average time commitment to academics than the over 23 age group. Retired athletes have a higher average time commitment to both sports and academics than the other age groups. The time spent on sports and education by athletes varies depending on their age, sport, and the policies in each of the seven countries surveyed. This indicates that there may be opportunities for policymakers to develop targeted programmes and measures that better support elite athletes in balancing their academic and athletic commitments.

The data offers insights into the surveyed athletes' awareness of policies, programmes, or measures that facilitate the combination of elite sports and education across seven different countries. The results indicate that 60.2% of the participants responded "No" to question 39 in the survey, suggesting a lack of knowledge or information regarding dual career policies or programmes. On the other hand, 23% of respondents answered "Yes", demonstrating that a group of athletes is aware of these initiatives. The remaining participants provided unclear responses, which may necessitate further clarification or validation. These findings emphasise the need for increased education and promotion of policies and programmes that support dual career athletes. They also highlight the importance of raising awareness among elite athletes about available resources and opportunities to help them balance their sport and academic commitments.

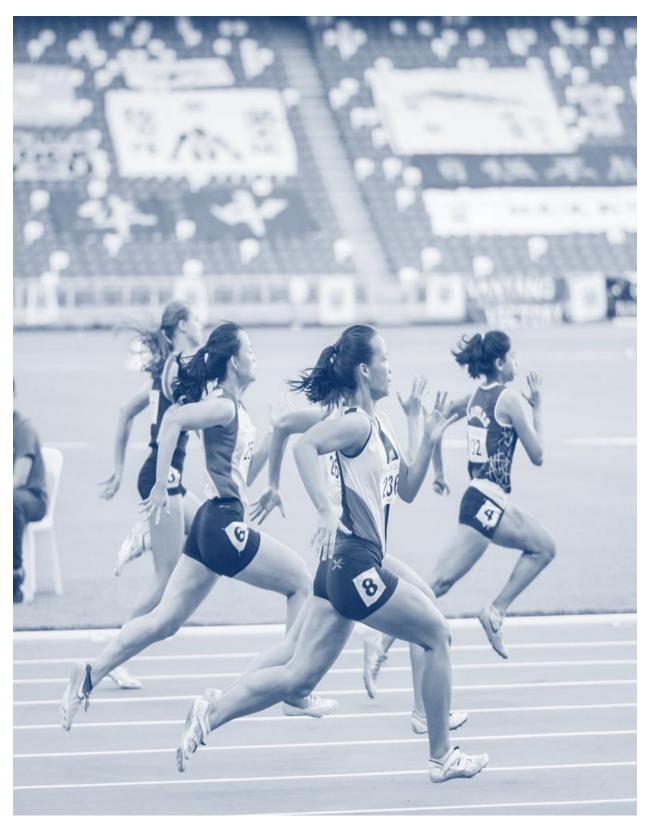
Results imply that a lack of awareness persists among participants concerning 'Dual Career' policies or initiatives in their countries. Nonetheless, it is encouraging that a substantial portion of respondents are aware of at least one policy or programme, indicating that efforts have been made in some countries to support dual career athletes. Based on the results from Table 6, it implies that a significant number of respondents believe an institution or organisation should be



responsible for dual career policy in their respective countries. However, a sizable number of respondents either did not provide a response or had no opinion on the matter, signalling a potential lack of awareness or interest in dual career policy issues. This emphasises the need for additional education and awareness-raising efforts among the general public, particularly targeting athletes and student-athletes, to highlight the importance of dual career support and the role of institutions in offering such assistance.

Based on the results and considering the current limitations of incomplete coding, the data may appear complex. However, the findings indicate that athletes across all age groups, as well as retired athletes, encounter difficulties in balancing their sports commitments with academic or employment responsibilities, leading to poor attendance in school classes. Despite these limitations, further data analysis with proper coding is necessary to provide accurate results. Nevertheless, the findings reveal that a common issue among athletes of all ages is the struggle to balance their focus on sports with academic or employment commitments, resulting in inadequate attention to their studies. Thus, this highlights the need for policies and initiatives that address the obstacles and challenges faced by athletes in balancing their sports and other responsibilities.









INTRODUCTION

Due to their rigorous training regimens and demanding schedules, elite athletes face a unique barrier to accessing education and regular employment. It is difficult for these athletes to balance both their elite sports performance and regular education or employment.

This is why sport organisations have become concerned with supporting athletes in balancing these two aspects of their life, allowing junior athletes to continue their education towards adulthood, and senior athletes to either continue their education, further it or find employment before and post-retirement.

The first step for the development of the OCDC outputs, such as the Single Point of Contact and the Massive Open Online Courses (MOOCs), is to deeply understand the reality of elite athletes, both junior and senior, and their needs regarding Dual Career. This ensures that all the developments of the project are evidence-based and respond accurately to the situation in partner

countries, where they will be implemented.

'Dual Career athletes are developing an athletic career on the one hand, and on the other, studies or a professional career. Supporting Dual Career for athletes is the main objective of the OCDC project.

With the goal to have a complete grasp of the issue at hand, the consortium has carried out a wave of research, where each partner has identified different national programmes dedicated to the promotion and facilitation of Dual Career for elite athletes; particularly, Olympic athletes.

This report presents the results of research in a comprehensive compilation of Dual Career programmes that have been or are being implemented in partner countries, analysing their typology, focus, common aspects, successes and difficulties.



PRACTICES BY IMPLEMENTING ORGANISATION

All practices have been collected by the National Olympic Committees of the consortium: the Polish Olympic Committee (POC), the Hellenic Olympic Committee (HOC), the Lithuanian Olympic Committee (LNOC), the Turkish Olympic Committee (TOC) and the Slovenian Olympic Committee (OCS). Each partner has identified and analysed a set of national dual career programmes, some of them internal -carried out by the Olympic Committee itself- and some of them external, implemented by other national organisations.

A total of 27 practices have been collected, out of which 55% (n=15) are implemented by the Olympic Committees themselves, 22% (n=6) are carried out by national governmental bodies. The remaining 23% are implemented by other types of organisations or an Erasmus+ project.

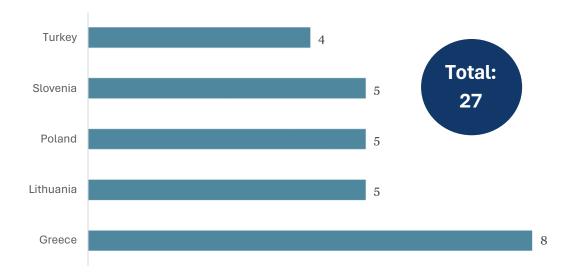


Figure 3. Number of identified practices per country.

The presence on Erasmus+ Consortiums sheds light on the fact that the interest in Dual Careers promotion and development is international. Three Erasmus+ consortiums make up 11% of the collected practices, where the rest are exceptionally implemented by educational institutions and one private company.



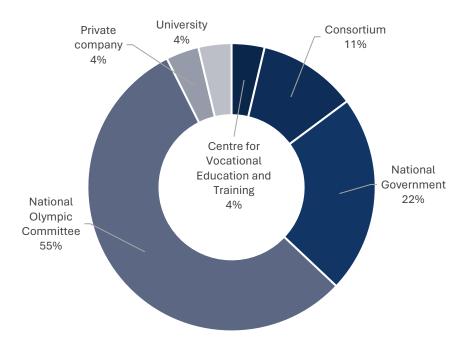


Figure 4. Type of implementing organisation.

As Umbrella organisations managing a great number of elite athletes, National Olympic Committees have a responsibility to support them in their education and post-retirement employment. National governments, on the other hand, are implementing these programmes through their ministry in charge of Sport in the case of Poland and Türkiye, and the ministry in charge of Education together with the Ministry in charge of Labour in the case of Greece.





TYPOLOGY OF BEST PRACTICES

In regard to the typology of different practices, most of the practices identified are holistic programmes with different formats, but the common goal of facilitating a dual career for national athletes. Holistic support programmes are the most common type of policy, often combined with educational programmes, policy recommendations and guidelines.

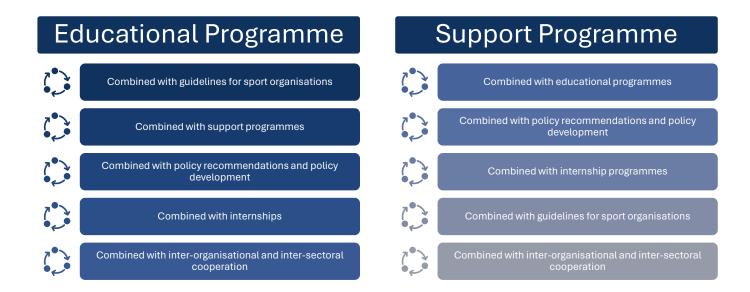




Figure 5. Most common combinations of practices.



However, we can also observe a diversity of types of practices. In the topic or education for athletes, the majority of practices were categorised as Educational Programmes, that is, courses and integrated programmes dedicated to skill and qualification development. However, within there is a variety of formats integrated within these educational programmes, or that appear as separate practices, that are also dedicated to the education of athletes: tutorship programmes (2%), workshops (2%), internship programmes (10%) and a certification for athletes-friendly education.

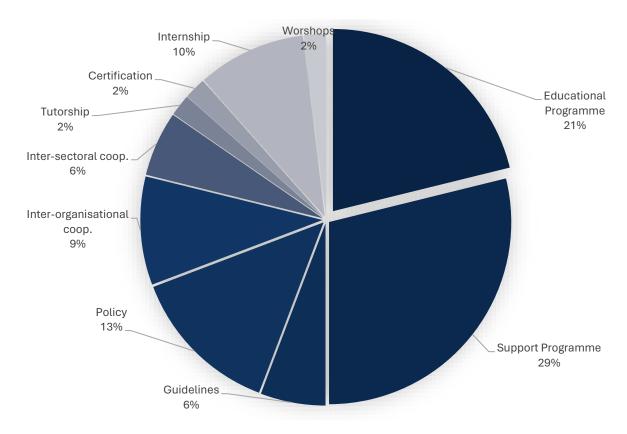


Figure 6. Types of Dual Career Practice by percentage.

National governments are the ones developing Dual Career Policy, although they are also involved in the implementation of support programmes. Such is the example of the Central Military Sports Team of Poland, which has a support and internship programme that allows elite athletes to participate in competitive elite sports while participating in army training; and to maintain their employment in the army after retirement. Erasmus+ projects identified are most contender with



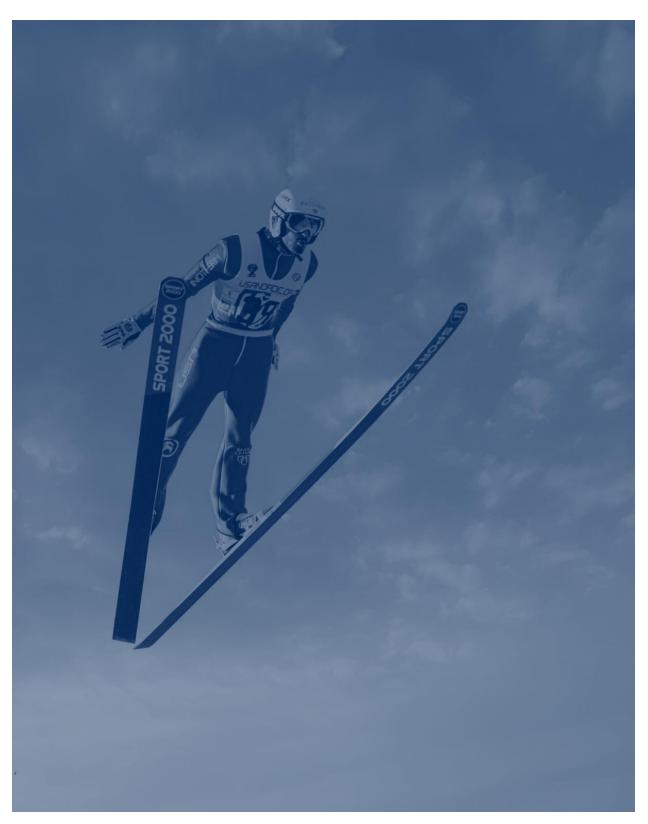
developing educational materials for athletes and policy recommendations at the national and international level; and are intrinsically a form of inter-organisational and inter-sectoral cooperation. National Olympic Committees are often involved in inter-organisational cooperation as well, working with national universities and companies, national sport federations and the government to provide holistic Dual Career programmes for their elite athletes. For example, the National Olympic Committee of Lithuania has signed an agreement with Decathlon allowing athletes to do an internship with the company, with the goal of providing them with work experience in the face of retirement; and the Olympic Committee of Slovenia presented a similar programme in collaboration with Western Union, training athletes' employability skills and allowing them the opportunity to get to know the company and, potentially, become employees.

The universities and educational institutions involved in the development of these practises offer holistic educational and support programmes for the development of employability skills, career re-orientation and career advancement. They also offer internships in collaboration with sport institutions to provide both junior and senior athletes with opportunities of engaging in formal education.

Guidelines for sport organisations are elaborated by consortiums and National Olympic Committees with the intention off providing sport federations and clubs with the necessary tools to promote Dual Career among their athletes and ensure that they have sufficient opportunities to engage in education and are informed of the importance of planning for retirement and postathletic employment.

Often, these practices are developed in collaboration with athletes themselves. For example, the Turkish Olympic Committee implemented a workshop with Athletes Commission members dedicated to establishing a conversation about Dual Career, and the needs of athletes in all different Olympic disciplines regarding education and employment. It is important to understand their priorities and needs regarding Dual Career in order to create an implement a programme that will be useful for them.







COMMON OBJECTIVES

In the collected practices, we can find a selection of different objectives that are linked with the different aspects of Dual Career support, such as supporting education at different levels and formats, facilitating job opportunities for athletes, preparing athletes for retirement, and developing their skills for post-athletic employment and life.... Another key part of Dual Career practices is promoting and raising awareness of DC. Some athletes may not be aware that there are programmes to help them balance sport and education and prepare for a post-athletic life. Others may be unaware of the benefits of Dual Career, and the importance of planning and preparing for a life outside of elite sports.

Among the collected practices, we can observe that a majority are dedicated to the development of personal and professional skills for post-career employment (26%) and to creating job opportunities for athletes (15%). There is an important focus on promoting opportunities for senior athletes. We can also see that promoting university education is another priority of these programmes, present in three practices (11%), but supporting athletes in balancing sports and education is only present in one (4%).

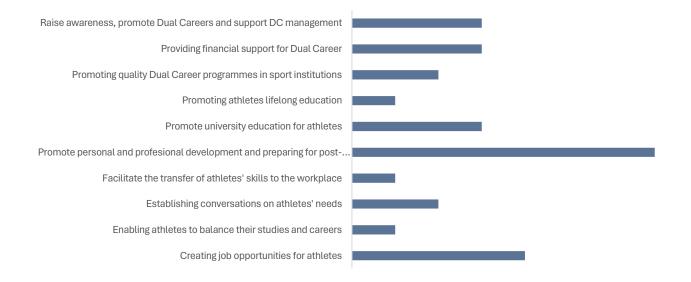


Figure 7. Objectives of the different identified practices.



Raising awareness of Dual Career and providing financial support for athletes' careers are present in three practices each, also representing an 11% of the total. Establishing a conversation with athletes is the main goal of only two of the practices (7%) as is promoting quality Dual career programmes in sport institutions (7%). Promoting lifelong learning and the transfer of skills are the priority of just one the practices (4% each). We can observe a lack of attention to junior athletes' educational needs. Other than the development of skills and the raise of awareness about Dual Careers, junior athletes' needs of balancing education and sport are underrepresented in these practices.

TARGETED POPULATIONS

The primary target for all these practices is elite athletes, as they are the main beneficiaries of Dual Career programmes. However, other actors in the field of sport and outside are also involved in the development of Dual Careers, and thus, they are also targeted by awareness rising and educational activities, policymaking and recommendations.

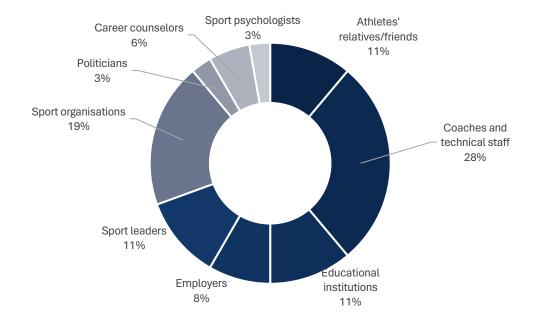


Figure 8. Most targeted groups by percentage.



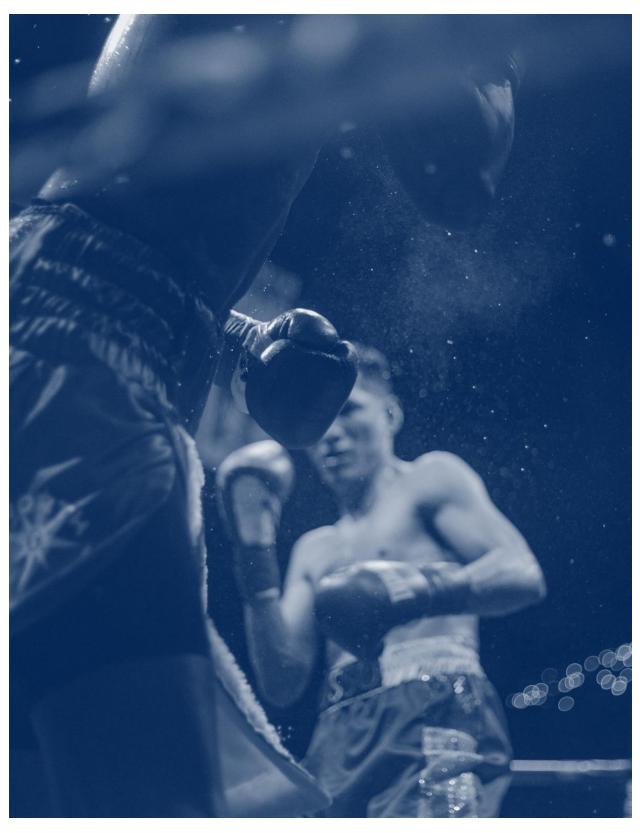
Athletes' relatives and friends are targeted in 11% of the identified practices, because of their close relationship with the athletes and their role as a support network. These programmes focus on providing them with education on Dual Careers and how to support they athlete relatives in coping with the stress of balancing sports and education. Coaches and technical staff—also have very close relationships with athletes and spend long hours with them every day in training. Hence, they are uniquely positioned to provide support and promote Dual Career opportunities for athletes and as a result are involved in 28% percent of the practices. They also receive education on how to become part of a Dul Career support system and raise awareness of DC among athletes. The involvement of sport organisations serves a similar reason: guidelines and recommendations on DC identified are directed to sport organisations with the goal of providing them with a clear roadmap on how to promote and facilitate Dual Career for athletes.

Educational institutions (11%), employers (8%) and career counsellors (6%) are targeted because of their key role as providers for the needs of these athletes. Educational institutions are involved as partners in facilitating Dual Careers for athletes by enabling special programmes and opportunities for them. Employers are involved in the practices focused on creating job opportunities for athletes, as they are providers of internships and potential job positions. Career counsellors are key actors in helping athletes find out their passions outside of sport and how to transfer their elite athlete skills into the professional environment.

Sport leaders (11%) are influential persons and decision-makers, who have great potential as promoters of Dual Career for athletes and Dual Career programmes in sport institutions, and hence, they are the target of dissemination activities, as well as participants in the implementation.

The two remaining groups, politicians (3%) and sport psychologists (3%), are minimally represented as targets of awareness raising and policy recommendations. Nonetheless, they have potential as targets of DC practices, due to their power and capacity to promote and influence Dual Career policy in the case of politicians, and their expert knowledge in the case of sport psychologists.







CHALLENGES TO IMPLEMENTATION

The implementation of Dual Career programmes often faces challenges and difficulties. The consistent implementation of long-lasting programmes requires an important number of resources, such as funding, human resources, expertise...

In this research phase, the resources analysed for the implementation of the different practices identified have been collected and analysed. According to the data the most important resource needed to carry out a Dual Career programme is adequate expertise, followed by sufficient human resources for it to run smoothly and financial resources to fund all the process. The need for adequate expertise translates into educators, dual career experts, sport psychologists, career counsellors, experienced administrative... Without whom the implementation of many of these practices would be facing complications. These overlap with the need of human resources, that is, the necessary number of employees working on the programme, and the financial resources necessary to maintain its functioning. Cooperation with other institutions, such as other sport organisations employers, educational providers and wider consortiums is also highlighted as a key necessary aspect.

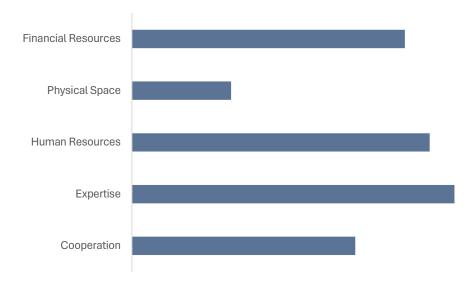


Figure 9. Resources necessary for the implementation as reported by organisations.



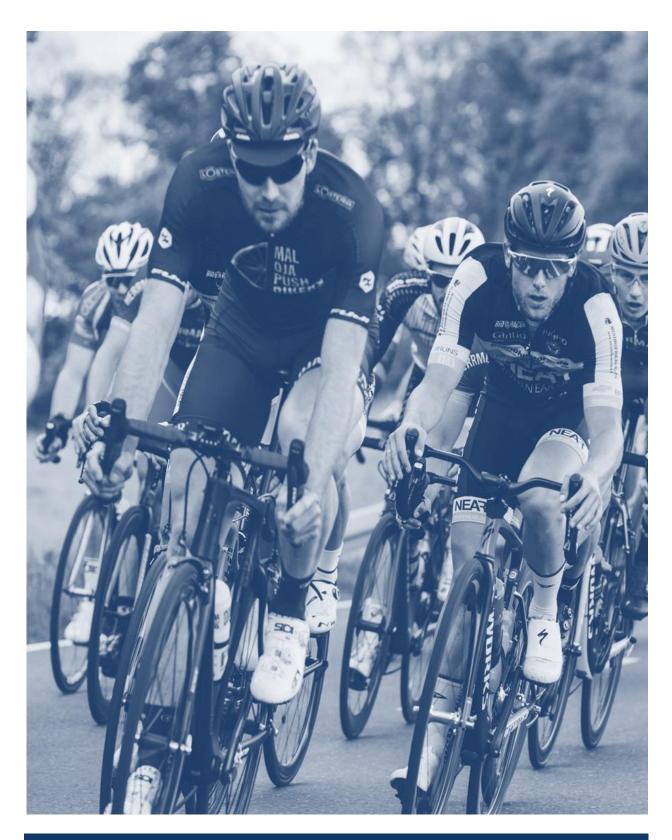
Hence, the lack of these resources becomes a challenge to the implementation of the programme. Seven of the identified practices faced constraints related to lack of funding and high costs of implementation, and three faced constraints related to lack of human resources and access to expertise. Lack of funding appears as the most common constraint for the development and implementation of Dual Career programmes, followed by barriers caused by specific requirements of participation or limited number of participants, which effectively left out many athletes that may be interested in the programmes. On the other side of a closed limit for participation lays the struggle to adapt the activities to athletes' availability. Lack of availability for athletes is the third most identified challenge for these best practices: conflicting schedules make it complicated to organise live sessions or prevent an athlete from taking upon a scholarship or internship.



Figure 10. Challenges faced during implementation as reported by organisations.

Other challenges that have been identified are difficulties to maintain athletes engaged, issues with credibility and trust of athletes in the programme, difficulties in implementing a programme crossorganisation or to maintain good relationships and cooperation with other institutions, lack of support for promotion, lack of awareness of Dual Career among the target groups, and language and skill barriers for employment internships and access to education. The COVID-19 pandemic is also cited as a challenge for two specific practices that, despite being ongoing practices for several years, faced specific difficulties for implementation during the pandemic.







LESSONS LEARNED

Organisations carrying out the programmes have stated a series of achievements and conclusions derived from the implementation, related to the potential and possibilities of athletes and their needs, as well as the possibilities and needs of Dual Career programmes that can bring effective, functional support for athletes and address those needs.

Dual Career programmes in collaboration with public institutions for employment have been successful in Poland, where a programme of military training and employment combined with elite sports competition allows athletes to have an ensured post-retirement job position in the army. Nonetheless, in Greece, the policy that allows elite athletes that have been awarded specific medals to have a position as public workers have found some constraints for its implementation, and particularly, a mismatch of skills between those required by their public employment and those that athletes have.

Educational and support programmes have been successful in motivating athletes and help them find potential opportunities in and out of sport, while awareness raising activities have evidenced the lack of knowledge many athletes in these countries hold about the value of Dual Career and the opportunities they can have within their organisations. Educational sessions and career counselling remain a key factor for raising awareness of the importance of Dual Career and empowering athletes to become more active in planning their future, and in-person sessions have proved more engaging than online sessions; however, athlete availability remains an important constraint.

The promotion of social support from athletes' entourage, including other athletes, is a remarkable need, particularly for young elite athletes, and can help them become more engaged in Dual Career. On the other hand, financial support remains a key barrier for the implementation of long-running, effective DC practices.



About Athletes

Athletes can combine a sport career with military training effectively.

Athletes need to find out a post-career identity.

Elite athletes have great potential as coaches and CdMs.

Athletes are highly motivated to continue their education, despite time constraints.

Language lessons can help athletes communicate and feel more confident in their environment.

Athletes are not aware of Dual Career programmes and opportunities, nor of the value of DC.

Young athletes find internship programmes highly motivating.

Young athletes lack psychological support from coaches and relatives.

About DC programmes

In-person support programmes and seminars are more efficient.

Dual Career counselling is very necessary to ensure athletes have a good retirement.

Establishing conversations with athletes is key to the creation of better DC programmes.

Dual Career policies and legislations may have some gaps that need to be covered by effective programmes.

Financial and administrative support, and a good dissemination strategy are key to a functional programme.

Athlete forums and groups can be an effective way of engaging younger athletes in thinking about their post-retirement life and start planning.



Figure 11. Lessons learned from best practices collected.



CONCLUSIONS

This document has summarised the main findings of the collection of best practices carried out by the OCDC project partners. Practices have been collected in a limited number of countries, represented by National Olympic Committees within the consortium. This collection has allowed the consortium to obtain further understanding of the state of Dual Career programmes and initiatives in these countries, their typology, achievements and challenges.

Through this collection we can observe that Poland and Grece are the countries with the highest number of Dual Career practices, and that they are applied by a variety of actors across the represented nations, although National Olympic committees remain the main actor in implementing them.

Most of the practices identified are focused on the promotion of employability skills and employment opportunities for elite athletes, aiming at enhancing their opportunities after retirement from competition sport. However, this means that there are some gaps to be found regarding activities and programmes for junior athletes.

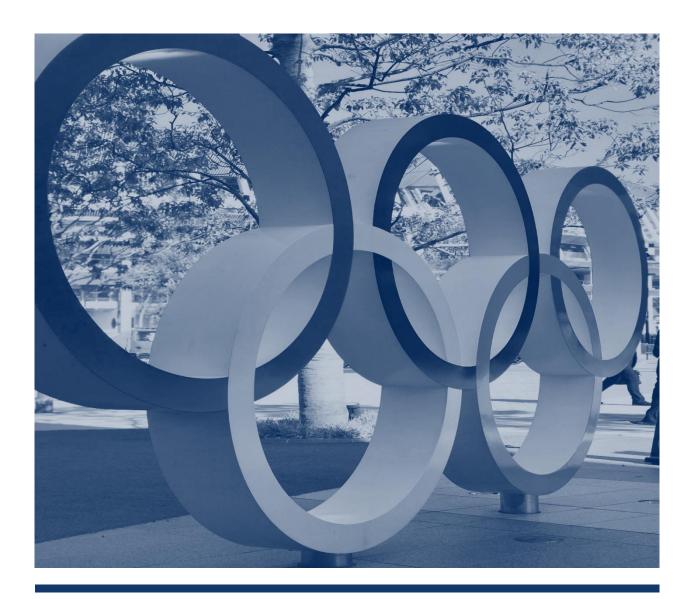
Results also showcase that it is necessary to involve not only athletes, but also their entourage (coaches, staff, relatives, friends) in the implementation of these practices, in order to raise awareness of the importance of Dual Career and promote support for athletes going through the challenge of balancing sports and professional life or studies.

By looking into the necessary resources for implementation and the challenges faced by implementing organisations, we casee how adequate funding and human resources are key to the successful implementation of a Dual Career programme. In order to keep a programme running, sport organisations need to have the necessary administrative power, expertise and funds to cover the costs of the programme. Engaging athletes also appears as an important challenge, which can be linked to the lack of awareness of Dual Career and also the demanding schedules of elite athletes, which can difficult their regular assistance to initiatives such as in-person educational programmes.



Conclusions and lessons learned from the different practices showcase that athletes have a high interest in succeeding in their professional employment and their education, and that they have great potential to work on the sport sector after retirement, but face some constraints related to support and lack of awareness of Dual Career programmes.

Successful programmes also teach us about the importance of face-to-face interaction, and social support for athletes in a Dual Career path, and the potential of Dual Career support initiatives to cover gaps in current policies and ensure that athletes' needs for education and post-career employment are covered.





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Acknowledgements

This report has been elaborated as part of the OCDC project, with the collaboration of researchers from the European Network for Innovation and Knowledge (EUNIK) and the Olympic Committees of Lithuania, Slovenia, Greece and Türkiye, and under the coordination of the Polish Olympic Committee.

The Consortium extends its gratitude to the organisations that have participated in this research by providing information on their current activities.

Project information

OCDC is a two-year project co-funded by the European Commission's Erasmus+ Sport Call 2021, under the Cooperation Partnerships programme, with the ID 101050046.

Disclaimer

"Olympic Committees for Dual Career" is funded by the European Union. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of the European Union or EACEA. Neither the European Union nor the granting authority can be held responsible for them.





Country	Poland
Type of Organisation	National Government
Organisation name	The Central Military Sport Team
Type of practice	Policy at governmental level
Target group	Athletes
Lessons learned	Combining a sport career with military service
Timing	12.04.2021 - ongoing
Brief description of the activity	The Central Military Sport Team is an organizational unit reporting directly to the Minister of National Defence. The elite team appoints the most outstanding athletes from all over Poland.
Objectives	Providing athletes with permanent employment during their sport career and enabling them to continue military service after their sports career ends.
Necessary resources	- Good cooperation between the Ministry of Sport and the Ministry of National Defence - Sufficient budget
Challenges and limitations	 Good cooperation between the Ministry of Sport and the Ministry of National Defence Reconciling elite sport career with obligatory military service Athletes representing not all sports can join the project
Further information	https://www.wojsko-polskie.pl/cwzs/
Contact person	cwzs.sekretariat@ron.mil.pl



Country	Poland
Type of Organisation	National Olympic Committee
Organisation name	Polish Olympic Committee
Type of practice	Education program, support program
Target group	Athletes
Lessons learned	To help Olympians find themselves in life after their sports career
Timing	3 days workshop conducted once a year, first edition in 2020
Brief description of the activity	The project is aimed at Olympians selected in cooperation with the Polish Sports Associations. The three-day workshops are preceded by the Success Insights Test, i.e. testing the employee's potential. On the basis of this research, the workshops are conducting according to the participants' needs. The workshops are led by experts and long-term practitioners in their fields. After the workshops, the tutors are supporting the effects of the program through individual contact with participants.
Objectives	The aim of the program is the personal development of Olympic athletes: increasing the awareness of strengths and talents, working on deficit areas, finding a balance between professional and personal life, reducing the emotional costs associated with the end of a professional career and learning practical skills related to professional work after the end of a sports career. As well as presentation of the current situation on the labour market.
Necessary resources	Sufficient budgetExperts in field of mentoring and HRSuccess Insight Test
Challenges and limitations	Availability of athletes for face to face workshopsLimited number of participant
Further information	https://olimpijski.pl/rozwoj-osobisty-olimpijczykow-iii-edycja/
Contact person	pkol@pkol.pl



Country	Poland
Type of Organisation	National Government
Organisation name	Ministry of Sport and Tourism
Type of practice	Support program, internship program
Target group	Athletes, coaches and technical staff
Lessons learned	Transformation of elite athletes into coaches
Timing	2021 and ongoing
Brief description of the activity	SUPER TRAINER program - supporting the training of national team athletes to participate in the Olympic, Paralympic and deaf games, as well as preparation and participation in the world and European championships in Olympic, Paralympic and deaf sports, by engaging the elite athletes from their discipline as assistants to the head coaches.
Objectives	Engaging elite athletes ending their careers in their sports disciplines, enabling them to continue their professional careers in the discipline they have practiced. Not only through employment in an appropriate sports association, but also through financing courses and trainings that develop their coaching competences.
Necessary resources	Sufficient budget; Cooperation between the Ministry of Sport and National Federations
Challenges and limitations	Only athletes who are medallists in the main international sport events can participate in this project. The head coach willingness to cooperate with the recent athlete.
Further information	https://www.gov.pl/web/sport/program-super-trenerwsparcie-szkolenia-zawodnikow-kadry-narodowej-do-udzialu-w-igrzyskach-olimpijskich-paraolimpijskich-i-gluchych-oraz-przygotowania-i-udzialu-w-mistrzostwach-swiata-i-europy-w-sportach-olimpijskich-paraolimpijskich-i-osob-gluchych-w-2021-roku00
Contact person	kontakt@msit.gov.pl



Country	Poland
Type of Organisation	National Government
Organisation name	Ministry of Sport and Tourism
Type of practice	Policy at governmental level, guidelines for sport organisations
Target group	Athletes, sport organisations
Lessons learned	Thinking about professional work when you are still an active athlete
Timing	2022 and ongoing
Brief description of the activity	The task provides the implementation of dual career programs, for national Olympic and non-Olympic sports athletes (including sports for people with disabilities), providing opportunities to acquire knowledge and gaining and improvement of skills in order to smooth transition to professional work. In particular, with an indication of professions related to sport.
Objectives	The aim of the programs is to indicate a wide spectrum of possibilities joining by members of the national team a sports career with education or work
Necessary resources	Sufficient budget; The people in the Sports Federations who will run the program
Challenges and limitations	- The people in the Sports Federations who will run the program
Further information	https://www.gov.pl/web/sport/zasady-wspierania-programow-kariery-dwutorowej-dla-czlonkow-kadr-narodowych-polskich-zwiazkow-sportowych-w-2022-
Contact person	kontakt@msit.gov.pl



Country	Poland
Type of Organisation	National Olympic Committee
Organisation name	Polish Olympic Committee
Type of practice	Internship program
Target group	Athletes
Lessons learned	Former Olympians do well in the role of CdM because they understand well the needs of athletes and organizers.
Timing	Iterative action started in 2019
Brief description of the activity	Appointing former Olympians as CdM for Olympic Events (EYOF, YOG, Olympic Games)
Objectives	Engaging former Olympians to work in organizational work at Olympic Events which allows them to gain professional work experience.
Necessary resources	People
Challenges and limitations	A small number of athletes may take part due to the limited number of Olympic events
Further information	olimpijski.pl
Contact person	lzlotkowska@pkol.pl





Country	Greece
Type of Organisation	Centre for Vocational Education and Training
Organisation name	IEK ALFA
Type of practice	Education program
Target group	Athletes, sport organisations
Lessons learned	High level athletes are interested in pursuing further their studies. Even if they are overburdened with many athletic obligations, they will strive to achieve a higher educational level
Timing	Initiative running over the last seven years with the most recent initiative being the awarding of Scholarships to twelve athletes of Olympiacos CFP in October 2022
Brief description of the activity	In the framework of its initiative "Dual Career in Athletics', IEK ALFA has been granting, over the last 7 years, scholarships to athletes of different age groups (including U19, athletes over 23 years old) who are part of Olympiacos CFP. These athletes, who compete in sports such as football, basketball, water-polo and handball, are able to select among different disciplines provided including Sport Management. In October 2022, 12 scholarships were granted to high level athletes of Olympiacos CFP, who will be able to study Sport Management.
Objectives	Promote athletes' engagement in education throughout all of their school years
Necessary resources	Vision of IEK ALFA to support high level athletes in the framework of social responsibility Curricula, academics, venue
Further information	https://iekalfa.gr/; https://www.olympiacossfp.gr/en
Contact person	Mrs. Anna Arabatzi (Marketing Dpt of IEK ALFA)



Country	Greece
Type of Organisation	Sport Federation, University, Sport Club, Association of Athletes, Research Institute
Organisation name	SEGAS Hellenic Athletics, Federation EAS Cyclades (Greek partner), Institute of Sport-National Research Institute (Coordinator, Poland), University of Stirling, Association of Olympic Athletes of Portugal, Margherita Sport e Vita, Slovenian University Sports Association, Foundation of University Isabel I
Type of practice	Support program
Target group	Athletes, Athlete's relatives / friends
Lessons learned	Young athletes are supported from a psychological point of view neither from their coaches nor from their parents.
Timing	1/1/2020-31/12/2022
Brief description of the activity	The EU Project "Dual Career for Junior Athletes" (Reference number 613272-EPP-1-2019-1-PL-SPO-SCP) is a pilot project which aims to improve the awareness of junior athletes (between 15 and 19 years old) in the domain of balancing their commitment to sporting career, education and future employment, through researching young athletes' needs, developing a best practice database and educate young athletes on DC.
Objectives	Raise the awareness of long term planning of sports career, education and employment among junior athletes;; raise awareness of dual career importance and possibilities among social support providers.
Necessary resources	Partners, researchers, educational materials (online courses)
Challenges and limitations	The survey addressed to athletes was in English. Therefore, many young athletes did not complete it due to the lack of skills in English language. If there was no pressure put by SEGAS on the athletes, the latter would not have filled in the questionnaire.
Further information	https://dcja.eu/; https://cycladesathletics.gr/dcja/
Contact person	Dimitrios Pappas, President of Segas Cyclades Athletics



Country	Greece
Type of Organisation	University, Sport club, Business
Organisation name	University of Pannonia (coordinator); Militos Consulting S.A (Greece); AEK Athletic Club (Greece); R&DO Ltd; University and Student Athletics
	Club of Veszprem (VEDAC); SS Lazio Karate.
Type of practice	Education program, Support program, Develop Policy recommentations
Target group	Athletes, Employers, Employment agencies / headhunters
Lessons learned	Live seminars and (group) interviews proved to be more efficient in much less time than the online ones. After speaking with athletes, it was certain that dual career planning must begin from the early stages of an athlete's career so that there are evident results. As far as veteran athletes are concerned, they have been more confident in their skills and can easily identify them, whereas younger athletes struggle to pinpoint their strong assets. However, the most troubling finding of the project was the fact that many athletes do not know or even ignore the value of dual career.
Timing	01/10/2020 to 30/09/2022
Brief description of the activity	The EU-funded project "Bounceback" aimed at developing an innovative training approach for veteran athletes that would transfer the skills that they have acquired during their sports career into skills useful for their success in the entrepreneurial and business world. Additionally, business counselling would be provided to veteran athletes who aim to become successful professionals in the labour market or even entrepreneurs.
Objectives	The project aimed to match-make the mind-set, attitude, skills, competences of veteran professional athletes (of different sports) with the needs businesses have in soft skills in different sectors of the economy and develop guidelines on how the transfer of skills can take place from sports to other sectors. Additionally, the project aimed to develop the learning materials and instruments that veteran athletes would use to transfer their skills to their new careers, through pilot training sessions. Finally, through Bounceback the partners wish to develop policy recommendations with the aim of ensuring the wide diffusion of the approach in the EU.
Necessary resources	IT partner (for the set-up of an online platform). Synergies with psychologists, trainers, businesses, researchers and the labour market.
Challenges and limitations	-Due to their heavily loaded schedules athletes, cannot be easily convinced and motivated to take part in such initiatives -lack of governmental assistance in the promotion of the project.
Further information	https://www.bouncebackathletes.eu/
Contact person	Reka Vamosi, Project Manager at the University of Pannonia



Country	Greece
Type of Organisation	Private company
Organisation name	Excellentia International
Type of practice	Support program
Target group	Athletes, Sport leaders, Sport organisations, Coaches and technical stuff
Lessons learned	After conducting surveys, interviews and training sessions, it was apparent that dual career counselling in Greece is needed more than ever. After their retirement, athletes do not have a guaranteed income. Many athletes take up an interest in dual career late in their sports career.
Timing	Dual career services provided on a profit-basis since 2018.
Brief description of the activity	Excellentia International is a provider of services related to Career Management and Coaching. Over the last years, the company has developed Dual Career and Professional Development for athletes in Greece and abroad. Some of these services are: Career re-orientation, Personal branding, Skills and competences development, Interview, negotiations and press interview, Investment consulting, Preparation and adaptation for/from living abroad, Psychometric measurements/tests.
Objectives	The company's core objective is to support the development and planning of the athletes' career not only in the sports field, but also after their retirement. Moreover, it aims to highlight the inclination in professions other than sports so that the athlete, after the end of the athletic career, smoothly joins into a new field and career
Necessary resources	In order to provide the Dual Career services, it was necessary to employ specialized staff such as psychologists and researchers. Moreover, IT partners were found in order to develop suitable software as well as specialized surveys for athletes of all sports and age categories.
Challenges and limitations	Certain factors restricted the initiatives results. Firstly, many athletes ignore the importance of dual career planning throughout most of their career. This can be attributed to their initial success. Athletes tend to overestimate their current profits and set aside their plans for a possible educational or work path. Money and fame are factors which greatly influence athletes and deter them from dual career planning. The company's dual career project is also conducted abroad. Results have showed that there is great difference in Greek athletes' mentality in comparison to foreign athletes.
Further information	https://www.excellentiainternational.eu/
Contact person	Dr. Evangelia Markaki, Scientific Director
Contact person	Dr. Evanboda Flarkaki, Odiolidilo Diroctor



Country	Greece
Type of Organisation	University, NGO
Organisation name	Dpt of Physical Education and Sport Science-University of Thessaly (Greece), University UCAM of Murcia (Coordinator-Spain), Leeds Trinity University, University of Malta, University of Rome Foro Italico, Europa Sport Academy Limited
Type of practice	Education program, Guidelines for sport organisations, Policy at governmental level, Inter-organisational cooperation, Tutorship program
Target group	Athletes, Sport organisations, Coaches and technical staff, educational institutions
Timing	01.01.2015-30.06.2017
Brief description of the activity	ERASMUS+ project entitled "Developing an innovative European Sport Tutorship model for the dual career of athletes (ESTPORT) and Reference no: 557204-EPP-1-2014-1-ES-SPO-SCP Project aimed to develop a Network fo Sport Tutorship covered by the project for different actors to cooperate and exchange good practices on athlete education. A study of university's regulations for dual career was carried out, and a handbook on Sport Tutorship produced.
Objectives	Developing a European "Sport Tutorship" model at universities that would allow high-level students-athletes further develop their dual career across Europe. The ultimate goal was therefore to facilitate, through the Sport Tutorship, the integration of athletes into the University context, by maintaining their sport career performance
Necessary resources	Students/athletes, coaches, professors, educational institutions, sport authorities and organizations
Further information	https://erasmus-plus.ec.europa.eu/projects/search/details/557204- EPP-1-2014-1-ES-SPO-SCP
Contact person	Mr. Athanasios Koustelios, Professor of Physical Studies at the University Of Thessaly



Country	Greece
Type of Organisation	National Olympic Committee
Organisation name	Hellenic Olympic Committee. HOC Athletes Commission
Type of practice	Education program, support program, internship program, guidelines for sport organisations, policy t governmental level, inter-organisational cooperation, inter-sectoral cooperation
Target group	Athletes, sport leaders, sport organisations, politicians, employers, employment agencies / head-hunters, career counsellors, educational institutions
timing	April 2021 - Ongoing
Brief description of the activity	This innovative approach at the HOC by Dr. Stephen Benton, an esteemed British business psychologist, according to the specific needs and challenges encountered by Greek elite athletes over the past two decades. They had been evaluated by Christina Nikolopoulou, experienced in business psychology in the sports field since 2003. The program was developed to support elite athletes from the age of 14. More specifically, this program will guide junior elite athletes towards pursuing their studies simultaneously with their sports career and support their post-sport career transition by making use of skills acquired in the sporting environment. A mechanism will be set to match elite athletes' CVs with the most prominent employers and working environments. The program also supports retired elite athletes of all ages: a model was designed to motivate them to become role models and educate the new generation of elite athletes. Role models would motivate junior elite athletes to chase their dreams as this program will support them in every step of their life during and after their sports career, in cooperation with the Greek Ministry of Culture and Sports, the Ministry of Education and Religious Affairs and the Ministry of Labour and Social Affairs.
Objectives	Increase the number of elite athletes pursuing a sports career by securing a successful post sport career life.
Necessary resources	Business Psychology science, psychometric tests, awareness-raising campaigns for dual career importance to rise the awareness of athletes and the society, teamwork through between the Hellenic Olympic Committee and sports federations, governmental institutions and other European institutions.
Challenges and limitations	The biggest primary challenge lies in securing the necessary funding. €60,000 out of the €100,000 required have already been secured through sponsoring (is to find the funding. In these difficult times we have accomplished with the help of God to find 60,000 euro out of 100,000 euro that is needed for the program to start. Our first sponsors are Sponsors: www.desfa.gr and www.luminalearning.com).
Further information	Relevant information will be available on the website of the HOC Athletes' Commission https://athletescommission.hoc.gr/
Contact person	Christina Nikolopoulou, Business Psychologist and Project manager of the Dual career program.



Country	Greece
Type of Organisation	National Olympic Committee
Organisation name	Hellenic Olympic Committee
Type of practice	Support program
Target group	Athletes
Lessons learned	Thinking out of the box always brings a new perspective on effective problem solving and creates new opportunities giving hope to the new generation of athletes. What was made clear through the implementation of this program, was that, in order to be a more effective problem solver, an unconventional way of thinking is needed. This method can bring about changes through new perspectives which motivate and give hope to the new generation of athletes.
Timing	The program entitled 'Adopt an Athlete" was designed in 2012 and launched in 2014.
Brief description of the activity	Adopt an athlete during his/her preparation for the Olympic Games. Four years prior to the official commencement of the Olympic Games, Greek federations have the opportunity to provide the Hellenic Olympic Committee with a list of athletes who are going to participate in the next Olympic Games, so that they can be adopted by a sponsor. The so-called 'adopted' athletes are given the resources directly associated with the Olympic preparation such as monthly training expenses, accommodation, food, medical and other welfare expenses.
Objectives	To give an elite athlete, during his/her Olympic journey, the resources necessary to be competitive on the grandest of all stages, the Olympic Games by covering his/her expenses directly associated with Olympic training. Sponsors can provide the athletes with state-of-the-art footwear, apparel, equipment and training resources, elite coaching, advanced sports medicine, housing assistance and/or travel expenses.
Necessary resources	Marketing Department Olympic Preparation Department
Challenges and limitations	Despite the financial crisis and Covid 19, which constitute the main challenges faced, so far the "Adopt an Athlete" program has been very successful. Up to this point, 50 sponsors have adopted more than 40 athletes of 11 different Olympic sports during the preparation for the Tokyo Olympic Games 2020.
Further information	Marketing Department Olympic Preparation Department
Contact person	M. Caterina Sagona, csagona@hoc.gr Secretary General office HOC Marketing



Country	Greece
Type of Organisation	National Government
Organisation name	Ministry of Education and Religious Affairs, Ministry of Labour and Social Affairs
Type of practice	Policy at governmental level
Target group	Elite athletes, coaches and technical staff
Lessons learned	Some gaps were observed in the legislation described below, leading to obstacles in its implementation process. To fulfil the elite athletes' needs and narrow or fill the identified gaps, the athletes' voice needs to be heard and an effective co-operation between stakeholders Ministry . of Education and Religious Affairs, Ministry of Labour and Social Affairs, General Secretariat of Sport, HOC - needs to be established.
Timing	Law on the education of elite athletes is approximately 30 years with continuously changes concerning criteria and benefits. Law on the admission of elite athletes in the public sector has been a part of the Greek Constitution for 40 years. Both of them undergo continuous changes.
Brief description of the activity	According to Law N.2725/1999, Art. 34, the granting of privileges to distinguished athletes is legally established for the first time. Among others, elite athletes: - are able to enrol in universities based on their athletic success (par. 8). Elite athletes can acquire a higher mark on their university entrance exams through a credit points allocation system. A necessary condition for the awarding of extra points is that the athletes have achieved certain sport excellences through championships. - elite athletes who have achieved certain distinctions in competitions are entitled to financial rewards (par. 4). - elite athletes who have achieved certain distinctions can be employed in vacant positions of the General Secretariat of Sports, or other sports related organizations under its jurisdiction or generally under public law (par 9). - elite athletes who are employed as public servants and maintain competition commitments are entitled to paid leave (par 23). Law N.5025/2023, Art. 11 is the most recent amendment of the abovementioned one and establishes stricter criteria for the granting of privileges. More specifically, only those elite athletes who achieve 1st, 2nd or 3rd place in the Summer or Winter Olympic Games, can be employed in vacant positions of the General Secretariat of Sports, or other sports related organizations under public law, if they fit the required criteria. Stricter conditions for financial rewards were set as well, since only those who achieve 1st,2nd, or 3rd place in the Summer or Winter Olympic Games, World or European Championships, or make/break a world record are entitled to them. Last but not least, the criteria through which elite athletes can enrol in universities were further clarified.
Objectives	To fulfil all the needs of athletes in education and employment in their career steps after sports. To ensure that the athletes have benefits during their competition commitments as students, or/and, working as civil servants.
Challenges and limitations	High-level athletes, who enter the public sector, are not trained in order to effectively respond to their new role. In several cases, their work position does not correspond with their skills and qualifications. Moreover, there is no governmental mechanism able to assess their dynamic and match their skills and aspirations with the most suitable position.
Contact person	Contact person M. Agi KASSOUMI, Akasoumi@gga.gov.gr Scientific advisor to the General Secretary of Sport Member, HOC Athletes' Commission







Country	Turkiye
Type of Organisation	National Olympic Committee
Organisation name	Turkish Olympic Committee
Type of practice	Education program, support program
Target group	Athletes, coaches and technical staff
Lessons learned	Supporting our Olympians and coaches by tutoring them in English lessons has significantly improved their communication skills. They started to express themselves easily and accurately in their environment.
Timing	It started in 2017 and still continues.
Brief description of the activity	Turkish Olympic Committee together with a reputable language school provides English language lessons tailor-made for each athlete who benefits from the program. The participants of the program can decide when they get the lesson thus they can arrange lessons according to their hefty training and competition program. Creating a flexible program solely based on their needs greatly increased the amount of their participation in these lessons.
Objectives	Enhancing the English language skills of the participants through this program provides them with more opportunities not only in sports but also in different sectors when they entered the post-sports career phase.
Necessary resources	A language school as a partner that operates based on the participants' needs.
Challenges and limitations	Although showing great effort to increase their amount of participation time, it is still in the hand of each participant. Some of the participants may skip or miss the lessons even though the participants themselves follow a schedule that is agreed on by themselves beforehand.
Contact person	Yusuf Erdem Dogan - edogan@olimpiyat.org.tr



Country	Turkiye
Type of Organisation	National Olympic Committee
Organisation name	Turkish Olympic Committee
Type of practice	Organizing Workshops for Athletes Commission
Target group	Athletes, sport leaders, coaches and technical staff
Lessons learned	Communicating with athletes directly and understanding their needs on different topics about their careers and post-careers benefited greatly for the NOC to generate new plans and further programs for the athletes.
Timing	It started in 2019 and it is being planned to continue with the second workshop in 2023.
Brief description of the activity	Organizing a workshop for athletes commission members each of them representing an Olympic sport.
Objectives	To understand their needs, and challenges by NOC and also, make them aware of other athletes' needs and challenges from different sports. Making brainstorming their ideas and opinions on the most important topics such as gender equality, career transition, fair and clean sport, career counselling, and involving the decision-making process in sports.
Necessary resources	A hall for gathering where tables, chairs, boards, and other meeting assistance types of equipment are in place. Also, there could be a partner organization that is an expert in the human resources field to increase the effectiveness of the workshop.
Challenges and limitations	It is difficult to find a suitable, proper time for all athletes from different sports to gather at the same time due to their hefty programs.
Contact person	Yusuf Erdem Doğan - edogan@olimpiyat.org.tr



Country	Turkiye
Type of Organisation	National Govenrment
Organisation name	Ministry of Youth and Sports
Type of practice	Support program, policy at governmental level
Target group	Athletes, coaches and technical staff
Lessons learned	Supporting athletes with prizes according to their competition results
	gave them the opportunity to make investments and prepare for their
	post-sports career phase.
Timing	It started in 2010 and still continues.
Brief description of the activity	It is a governmental policy to provide prizes (financial support) to the
	athletes who achieve top results from the top international competitions
	(Olympic Games, World Championships, European Championships
	etc.)
Objectives	Providing financial support for successful athletes to prepare them for
	their post-sports career. They can either invest in this financial support
	or use it as capital for any business opportunities.
Necessary resources	Providing financial support for successful athletes to prepare them for
	their post-sports career. They can either invest in this financial support
	or use it as capital for any business opportunities.
Challenges and limitations	Making the rules and regulations of the program general for all sports is
	sometimes challenging. Every sport has its own unique dynamics and
	creating general rules for all sports is difficult.
Further information	https://www.mevzuat.gov.tr/MevzuatMetin/3.5.2010956.pdf
Contact person	Ministry of Youth and Sports Deputy General Director - Murat Kocakaya -
	muratkocakaya@gmail.com



Country	Turkiye
Type of Organisation	National Government, University
Organisation name	Ministry of Youth and Sports
Type of practice	Policy at governmental level, inter-organisational cooperation
Target group	Athletes
Lessons learned	Encouraging elite-level national athletes to enter private Universities
	with this scholarship on a major in which they are interested in
	increasing awareness and willing to continue their education together with their sport careers.
Timing	It started in 2019 and still continues.
Brief description of the activity	Ministry of Youth and Sports started this scholarship program as a part of the governmental policy with 73 private universities all around the Türkiye. The athletes who have been selected and represent their country in international events earned the right to enter one of these
	universities while their tuition fees are all covered by this scholarship.
Objectives	Encouraging national elite-level athletes to enter universities in a major that they would like to and keep them in the education system. Thus, these athletes can keep their dual careers going.
Necessary resources	There are professionals inside the Ministry who works specifically for this scholarship program to organize all the applications by the athletes and communicate with partner universities.
Challenges and limitations	The capacity of each University for this scholarship program is limited and therefore deciding which athlete enters which university is not always easy and smooth process.
Further information	https://millisporcubursu.gsb.gov.tr/
Contact person	Ministry of Youth and Sports Deputy General Director - Murat Kocakaya - muratkocakaya@gmail.com







Country	Lithuania
Type of Organisation	National Olympic Committee
Organisation name	National Olympic Committee of Lithuania
Type of practice	Support program
Target group	Athletes
Lessons learned	Huge support to athletes
Timing	2016, still continuous
Brief description of the activity	Every year NOC supports up to 3/4 athletes with financial support to gain education degree. NOC is financing studies at the university either bachelor, master or doctor degree
Objectives	Elite athletes gain university degree
Necessary resources	Finances
Challenges and limitations	High Costs
Further information	www.ltok.lt
Contact person	agne@ltok.lt

Country	Lithuania
Type of Organisation	National Olympic Committee
Organisation name	National Olympic Committee of Lithuania
Type of practice	Education program
Target group	Athletes
Lessons learned	Very good feedback after training
Timing	2015 and still continues
Brief description of the activity	Based on the IOC Athlete365 Athletes Outreach programme, NOC
	Lithuania is organising special educational seminars for athletes on
	topics such as - writing a CV, prepare for job interview and etc.
Objectives	To prepare elite athletes to real case in finding a job.
Necessary resources	Educational materials, trained personnel, venue, financial resources.
Challenges and limitations	High costs
Further information	www.ltok.lt
Contact person	vaida@ltok.lt



Country	Lithuania
Type of Organisation	University
Organisation name	Lithuanian sports university
Type of practice	Support program
Target group	Athletes, sport leaders, sport organisations, coaches and technical staff, athlete's relatives / friends
Timing	Started from 09/2020
Brief description of the activity	The main activities are training for target groups and individual dual career counselling for athletes. Training sessions are organized for parents, coaches and leaders of sports organizations about the athlete's dual career, its meaning and their role in it. For athletes 18+ years, are organized trainings about time management, managing a dual career, entrepreneurship and personal branding. For athletes (15 - 18 years), are organized trainings on time planning and management and dual careers planning.
Objectives	The main objective is to increase the target group's awareness of dual career for athletes, as well as to empower athletes to manage their sporting and other professional careers or studies, and to provide professional advice on dual careers and their management.
Necessary resources	The main resources needed are people (lecturers and athletes already involved in dual careers), as well as financial resources to organize training and consultancy.
Challenges and limitations	The main challenge concerns the perception of sport as a profession. There is also the challenge of providing individual dual careers
Further information	https://www.facebook.com/people/Sportinink%C5%B3-dvikrypt%C4%97-karjera/100066392505212/
Contact person	inga.staskeviciute@lsu.lt

Country	Lithuania
Type of Organisation	National Olympic Committee
Organisation name	National Olympic Committee of Lithuania
Type of practice	Internship program
Target group	Athletes
Lessons learned	Internship is very motivational program for younger athletes
Timing	2018-2019
Brief description of the activity	NOC signed memorandum of partnership with Decathlon company and
	athletes were able to do internship in this company.
Objectives	to give a real working opportunity for athletes in real company
Necessary resources	People
Challenges and limitations	it was challenging to gather athletes to participate at this program
Further information	www.ltok.lt
Contact person	agne@ltok.lt



Country	Lithuania
Type of Organisation	National Olympic Committee
Organisation name	National Olympic Committee of Lithuania
Type of practice	Education program
Target group	Athletes
Lessons learned	Highly motivated participants
Timing	2019-2021
Brief description of the activity	NOC signed an agreement with Western Union Foundation and establish new SUPPORT project - Career Readiness – At the project's completion, beneficiaries have the confidence and psychosocial support needed to put them on a career track. While organising special informational days for athletes at the Western Union with the focus for athletes to get to know workforce skills needed, get to know company's mission, vision, values and organizational structure, try to become "employee of the company" both athletes and staff of Western Union will be volunteering.
Objectives	It is essential to raise awareness on the dual careers of young professional athletes' topic in sport and education. It is an objective to use SUPPORT project results and outcomes, to present and raise awareness on the topic of the dual careers for athletes and success stories to society, in order to sustainable development of sport sector. This project could assist in foster synergy with and between local, regional, national policies in sport, as well as, to encourage new expansion opportunities. During the project prepared framework of dual career policies and career counselling and advisory system will help athletes to focus on their professional sport career and at the same time without disturbing it construct plans after it will be finished.
Necessary resources	educational materials, people, financial resources, lecturers
Challenges and limitations	lack of trained staff and high prices
Further information	www.ltok.lt
Contact person	agne@ltok.lt





Country	Slovenia
Type of Organisation	National Olympic Committee
Organisation name	Olympic Committee of Slovenia, Association of Sports Federations
Type of practice	Education program, support program, internship program,
	inter-organisational cooperation, inter-sectoral cooperation
Target group	Athletes, coaches and technical staff, bachelor of kinesiology (university)
Lessons learned	The biggest lesson learned was that it will be difficult to engage an
	expert in kinesiology in our health and medicine organizations after the
	project is over as the financing support is not that high anymore. Even
	though all involved signed the contract to finish their activities in the
	project some of them didn't end up to the agreement. The administration
	should give more focus on that from the start. Also o the marketing of
	this project should be better among the athletes.
Timing	01. 04. 2016 - 30. 09. 2022
Brief description of the activity	All involved in the project were given the scholarship to finish their
	activities on this project. The period of receiving the scholarship
	depends on what kind of activity you pursue. For example. 24 months to
	gain the highest coaching certification at the national federation or 36
	months to finish a university education in sports.
	The project was an excellent motivator for athletes that have retired
	from their professional careers or the athletes that were right before
	retiring from their professional careers to finish their studies in sports or
	gain the highest national certificate to become a coach in their sport.
	Some of the athletes decided to pursue a higher degree (P.H.d.) in
	sports. Many coaches decided to become coach mentors and to pass
	the knowledge that they gain through their careers or this education
	program to young coaches.
Objectives	13 athletes decided to pursue higher education in sports and decided to
	get their P.h.D.
	38 of the athletes that have retired from their professional sports career
	decided to get their education in sports or get the highest certification to
	become a coach in their sport.
	76 coaches became coach mentors.
	12 candidates that finished the University program - Bachelor of kinesiology, were engaged in health and medicine organizations.
Noncephy recourses	Full cooperation of national federations, sports universities, and health
Necessary resources	and medical organizations.
Challanges and limitations	The project cost estimation was 7.000.000 €. The biggest challenge was
Challenges and limitations	at the beginning of the project where the cost had the be split 60% -
	40% in two regions in the country. After changing to 55% - 45%.The
	biggest challenge was reaching the goal activities during Covid-19 and
	reaching the goals on time in accordance with the project tender
Further information	https://www.olympic.si/trenerji/razvoj-kadrov
Contact person	miha.premelc@olympic.si - project manager
Contact herson	mina.premetowotympic.ar - project manager



Country	Slovenia
Type of Organisation	National Olympic Committee
Organisation name	Olympic Committee of Slovenia, Association of Sports Federations
Type of practice	Education program, support program
Target group	Athletes
Lessons learned	We learned that the best thing to organize the Athletes forum is in person, together with other NOC activities where there are many athletes already present. Athletes are not properly aware of their possibilities through dual career centers and of the support from the NOC. Some athletes are not mature yet to think about their life after they end their sports careers. The athletes get more connected through the athletes' forum and stay connected with the NOC and other athletes regarding their dual carer in the future.
Timing	We started with Athletes' forum in 2019 and it still continues.
Brief description of the activity	The Athletes' forum is a group meeting with different presentations aimed at the athletes and their dual careers. At the forum, we also present the athletes' human right guardian, the Athletes commission at the NOC of Slovenia, The Athletes career centre, and other topics that are important for the athletes during their career or after. We also invite different guests (such as sport psychologist, managers, coaches, physiotherapist and others) to the round table where they discuss the current problems and try to find solutions.
Objectives	We aim to provide every year with the best guests to inform athletes on the present topics, problems, and other issues that involve athletes.
Necessary resources	We did two forums in person and in time of Covid 2 online. The best way is to do it in person in a big venue or a meeting room with audio and video equipment. It's also good to stream the event online so that other athletes can join. It is also important to provide different guests that are experts in different topics in sports and they can provide good feedback to the athletes' questions.
Challenges and limitations	Challenges are how to motivate athletes to join the forum in big numbers. There are higher costs if you want the top experts to be present. Lack of staff at the NOC to work in the Athletes career centre. The right time to organize the forum so that many of the athletes are in the off season.
Contact person	Aljaž Sedej head of Athletes career centre at the NOC (aljaz.sedej@olympic.si)



Country	Slovenia
Type of Organisation	National Olympic Committee
Organisation name	Olympic Committee of Slovenia, Association of Sports Federations
Type of practice	Athletes Friendly Education – certification of educational institutions
Target group	Athletes, coaches and technical staff, educational institutions
Lessons learned	Program is focused on the promotion of Dual Careers of Athletes and
	the support to innovative educational approaches and good governance
	in sport. It is relevant to the objectives of the European policies in the
	field of sport and is in the pursuit to the objectives from the European
Timeling	Commission Guidelines on Dual Career of Athletes.
Timing Priof description of the activity	2018-2021 Athletes Friendly Education (AFF) is an award for advectional
Brief description of the activity	Athletes Friendly Education (AFE) is an award for educational
	institutions which support Dual Career of Athletes. The Athletes Friendly Education certification programme is focused on the promotion of Dual
	Career of athletes and the support to innovative educational approaches
	and good governance in sport. It is relevant to the objectives of the EU
	policies in the field of sport and in pursuit of the objectives from the
	European Union Commission Guidelines on Dual Career of athletes.
Objectives	The priority of the project is to find the most effective way to improve
03,000.000	athletes' education through an innovative educational approach that can
	be implemented in Dual Career programmes in the EU framework and at
	the national levels of the EU member states.
Necessary resources	AFE Guidebook, AFE Handbook
•	(https://athletes.friendly.edu.olympic.si/novica/1807), network of
	educational institutions, experts
Challenges and limitations	Main Challenges are how to start the activity on national level and how
	to present a highest credibility of evaluation. After end of all project
	tasks, we could report on different approaches that fits to different
	countries. So, no needs to worry. Just start the program and contribute
	to creation of an European network of Athletes Friendly Education
	institutions.
Further information	https://athletes.friendly.edu.olympic.si/
Contact person	Ales Slolar, Slovenian Olympic Committee ales.solar@olympic.si



Country	Slovenia
Type of Organisation	National Olympic Committee
Organisation name	Olympic Committee of Slovenia, Association of Sports Federations
Type of practice	Support program
Target group	Athletes
Lessons learned	games preparations with different topics for young athletes
Timing	Continuous
Brief description of the activity	The program of the Olympic camps for youth athletes contain educational content adapted exclusively to young promising athletes. At the Olympic camps, young athletes socialize with athletes from other sports and not only with athletes from their own sport. This is a unique experience for many young athletes. Socializing and cooperation with athletes from other sports branches is later learned by participating in the games themselves, such as summer or winter European youth Olympic festivals and summer or winter youth Olympic games. The Olympic Committee of Slovenia, with the help of its professional colleagues and external experts, has designed various contents that we believe are an integral part of every sports journey. Olympic Committee of Slovenia by organizing Olympic Camps for young athletes wants to
Objectives	ensure them a comprehensive experiences, which we believe are important in life of every top athlete. On of the goals is that young athletes become more familiar with programs that will enable them to make an easier transition to another career.
	Knowledge and understanding of the legality of healthy sports nutrition, sports psychology, now how for basics of sports physiotherapy, lectures on sport without doping in cooperation with the Slovenian Anti-Doping Organization, now how for managing own finance, knowledge of the legality of sports training, knowledge and understanding of Olympic values and Olympic symbols, knowledge with the area of the athlete's dual career after the end of the athlete's career. The program of the Olympic camps also contains merits for obtaining information about the muscular fitness, education about public appearance and behavior during participation in the Games under the auspices of the Olympic Committee of Slovenia, cooperation with journalists, "handshakes" with social networks such as Instagram. , Twitter, Facebook
Necessary resources	people from different professional areas: psychologists, physiotherapists, kinesiologists, public speaking specialists, nutritionists
Challenges and limitations	mainly high costs
Contact person	Nina Jovan, Slovenian Olympic Committee nina.jovan@olympic.si



Country	Slovenia
Type of Organisation	National Olympic Committee
Organisation name	Olympic Committee of Slovenia, Association of Sports Federations
Type of practice	Education program, support program, inter-organisational cooperation, inter-sectoral cooperation
Target group	Athletes, sport organisations, employers, employment agencies / headhunters, athlete's relatives / friends, sport psychologists, career counsellors, educational institutions
Lessons learned	By establishing an Olympic Career Center for Athletes has helped us and other parties to focus on basic programs and needs for dual career of the athletes. Awareness and efficient support has shown that athletes do need support after sports career and that they are motivated to be successful also in after sports career.
Timing	First steps have been put in place almost two decades ago with basic distribution of information about possibilities of dual career and it is an ongoing process.
Brief description of the activity	Olympic Career Center for Athletes is a department with activities about helping athletes to support their sport and after-sport career; so called dual career activities. We have several activities focused in the education and employment field where athletes can take part and get education, knowledge or possibility to start a career after sport or are part of the support activities during their sport career to be better at it.
Objectives	Help coordinate sports and study programs, manage concrete projects aimed at the needs of the athletes, and look for systemic solutions and measures for even better work and development in this area. Connect with many sports and educational institutions and organizations in Slovenia and abroad.
Necessary resources	Human resources at the NOC with several people and as well outsourcing individuals and specific organizations. We collaborate with area-specific experts who lecture and present activities in proper way to the athletes.
Challenges and limitations	The limitations at this moment are the number of staff who is executing these activities and finances to even better support the athletes. We have many activities but with all administration required to implement them all and execute them regularly or periodically, we would need at least three fully employed persons. At the moment there is one professional in charge with some help of other personnel and one who is outsourced. And if we would have more funds available, it would be possible to perform more activities and secure higher level of support. We are also facing some troubles to engage more athletes at some activities so we need to develop higher communication outcomes and attract athletes to participate.
Further information	More information can be found at https://www.olympic.si/sportniki/olimpijski-karierni-center.
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Olympic Committees for Dual Career

Research Report



