

## Le développement de standards Européens de métiers dans le secteur du Golf

UK/10/LLP-LdV/TOI-343

<http://www.adam-europe.eu/adam/project/view.htm?prj=6644>

## Information sur le projet

Titre: Le développement de standards Européens de métiers dans le secteur du Golf

Code Projet: UK/10/LLP-LdV/TOI-343

Année: 2010

Type de Projet: Projets de transfert d'innovation

Statut: Clôturé

Pays: UK-Royaume-Uni

Accroche marketing: Le Golf peut être considéré comme unique tant par sa taille que la diversité de son marché de l'emploi. Il existe de nombreuses certifications, certaines sont reconnues dans les systèmes nationaux des certifications et d'autres uniquement au niveau sectoriel. De nouveaux marchés ont vu le jour ces dernières années et il existe un écart entre les compétences requises par les employeurs et les acquis d'apprentissage délivrés dans les formations.

Le projet aura pour mission de développer des standards basés sur les attentes du secteur afin de décrire les compétences requises pour exercer un emploi, et les connaissances pour travailler dans le secteur. En d'autres termes, les standards définiront les compétences, habiletés et connaissances nécessaires pour les emplois du secteur. Le but étant de permettre le développement d'une main-d'œuvre compétente qui disposera des savoirs et savoir-faire nécessaires pour exercer un métier mais aussi d'améliorer la relation emploi/formation.

Résumé: The EU golf industry is growing fast and employers need well trained employees able to match the requirements of a more demanding and socially diverse clientele. Golf is unique amongst sports in the size and diversity of its labour market. A large number of qualifications exist in the golf industry, some are recognised in national qualification systems (UK and Netherlands) and some others are purely sector-based. New golf markets have emerged in recent years particularly in Southern and Eastern Europe and there exists a gap at European level between the competencies required by golf employers and the learning outcomes acquired by graduate/employees through training. These new markets lack quality initial vocational training relevant to golf employers' needs. In established golf markets, training processes are focused on learning inputs. The purpose and objective of the project have been discussed with the partnership during the development of the project and in accordance with the strong request expressed by the sector for the need to develop some European Occupational Standards. Indeed, they have identified a gap between the competences requested from the labour market and the learning outcomes delivered by the training providers and so those innovative outcomes should improve and make easier the movement between education and employment but also ensure the development of a competent workforce with the right skills in the golf industry. The implementation of those European Standards into national VET systems will enhance the attractiveness of VET, reinforce the cooperation between stakeholders and the link with employers, the transparency of the qualifications and their recognition which will strengthen the mobility of highly skilled workers with clear occupational pathways and the transferability of their skills and competences. The expected impact envisaged is that golf will embrace a Lifelong Learning Strategy and endorse a common quality assurance framework for its qualifications across EU. These achievements will enhance the attractiveness of VET, will reinforce cooperation between stakeholders and the link with employers, the transparency of the qualifications and their recognition which will strengthen the mobility of highly skilled workers with clear occupational pathways and the transferability of their skills and competencies.

Description: Golf Stand project gathered a unique combination of 16 partners from 10 different EU countries involved in Golf, wider sports and education sector. The starting point of the development of the project was to make sure that existing qualifications/courses in Golf are understood by employers and match the needs of the sector.

Initial needs:

## Information sur le projet

- Existing programmes vary between countries
- Need for parity in the level of qualification, training and input across the programmes
- Need support to further develop/amend existing programmes to the appropriate level
- Need for an appropriate and common structure, content and assessment framework

To respond to these challenges the Golf Stand project gave the opportunity to develop a series of EU Standards describing the sector, main occupations and activities, skills and competencies needed to perform as Golf Professionals, and the way to develop learning outcomes within courses/qualifications.

The fact to gather such a mix of recognised national & EU stakeholders with various expertise and competencies was crucial to deliver such an ambitious project. Indeed, the whole Golf industry was represented through the partnership which made easier the development of relevant technical results (EU Standards) but also the validation of the content. The quality of the results and the delivery of each single task of the work plan were ensured by having some experts involved with a deep knowledge and understanding of the sector.

Thèmes:	<ul style="list-style-type: none"> <li>*** Utilisation et diffusion de résultats</li> <li>*** Marché du travail</li> <li>*** Qualité</li> <li>*** Formation tout au long de la vie</li> <li>*** Dialogue social</li> <li>*** Validation, transparence, certification</li> <li>*** Entreprise, TPE, PME</li> </ul>
Sectors:	<ul style="list-style-type: none"> <li>*** Enseignement</li> <li>** Autres Activités de Services</li> <li>** Arts, Spectacles et Activités Récréatives</li> <li>* Santé Humaine et Action Sociale</li> </ul>
Types de Produit:	<ul style="list-style-type: none"> <li>Description de nouveaux métiers</li> <li>Autres</li> <li>Site Internet</li> </ul>
Information sur le produit:	The Golf Stand project entirely met the initial objectives specified in the application form and the partnership carried out some extra achievement to respond to the realities and needs from the sector in Europe.

In terms of management activities (WP1), SkillsActive lead the process and all expected full partner meetings, technical meetings and management group meetings were organised through the life of the project. Moreover, some management tools such as a detailed Gantt Chart, a Financial and Administrative Manual, a Quality Management Plan, a multilingual glossary and a consultation strategy were produced.

An External Evaluation was conducted to assess the quality of the management and the results of the project. It was initially planned to only produce a Final External Evaluation Report at the end of the project period but to ensure an efficient management for the project we agreed to add an interim step to obtain views and opinions of all partners at mid-term and make the necessary changes and/or improvements.

All expected valorisation activities (WP2) were achieved including the development of a valorisation strategy, a project leaflet available in 10 languages and hard copies in English, a specific logo and a project's website ([www.golf-stand.eu](http://www.golf-stand.eu)).

The initial goal of WP3 was to conduct a desk research to collect available data on Labour Market to be able to give a snapshot of the situation in the Golf sector in

## Information sur le projet

Europe. We carried out the scanning/desk research but due to a lack of available and comparable data it was unanimously agreed to conduct a Labour Market related field research through Golf Facilities from 10 member states of the EU to obtain key data on golf facility, the workforce and employer's needs. An extra Technical Meeting was organised in June 2011.

Expected technical outputs produced:

- Occupational Map (WP4.1) and Occupational Descriptors for the Golf sector in EU (WP4.2)
- Functional Map for the Golf Industry in Europe (WP5.1)
- Functional Map for Golf Professionals (WP5.2) – extra outcome to make easier and more logical the transition between the Functional Map and the Occupational Standards
- Occupational Standards (work based competence framework) for Golf Professionals in EU (WP6)
- guide to Qualifications and Learning Outcomes for the Education of Golf Professionals in EU (WP7)
- report on Quality Assurance Strategies and Guidelines for Vocational Education and Training in Golf in EU (WP8).

Page Web du projet: [www.golf-stand.eu](http://www.golf-stand.eu)

## **Contractant du projet**

Nom: SkillsActive  
Ville: London  
Pays/Région: Inner London  
Pays: UK-Royaume-Uni  
Type d'organisation: Organisation d'employeurs  
Site Internet: <http://www.skillsactive.com>

## **Personne de contact**

Nom: Favre Aurélien  
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Site internet: <http://www.skillsactive.com>

## Coordinateur

Nom: SkillsActive  
Ville: London  
Pays/Région: Inner London  
Pays: UK-Royaume-Uni  
Type d'organisation: Organisation d'employeurs  
Site Internet: <http://www.skillsactive.com>

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Site internet: <http://www.skillsactive.com>

## Partenaire

### Partner 1

Nom: Nederlandse Golf Federatie  
Ville: Utrecht  
Pays/Région: Utrecht  
Pays: NL-Pays-Bas  
Type d'organisation: Association/organisation non gouvernementale  
Site Internet: <http://www.ngf.nl>

### Partner 2

Nom: European Observatoire of Sport & Employment (EOSE)  
Ville: Lyon  
Pays/Région: Rhône-Alpes  
Pays: FR-France  
Type d'organisation: Association/organisation non gouvernementale  
Site Internet: <http://www.eose.org>

### Partner 3

Nom: Professional Golfers' Association of Sweden  
Ville: Bara  
Pays/Région: Sydsverige  
Pays: SE-Suède  
Type d'organisation: Syndicat  
Site Internet: <http://www.pgasweden.com>

### Partner 4

Nom: Associação de Gestores de Golfe de Portugal (AGGP)  
Ville: Quinta do Conde  
Pays/Région: Lisboa  
Pays: PT-Portugal  
Type d'organisation: Syndicat  
Site Internet:

## Partenaire

### Partner 5

Nom: Malta Qualifications Council (MQC)  
Ville: Sta. Lucija  
Pays/Région: Malta  
Pays: MT-Malte  
Type d'organisation: Institution publique  
Site Internet: <http://www.mqc.gov.mt>

### Partner 6

Nom: Sport Institute of Finland  
Ville: Vierumäki  
Pays/Région: Etelä-Suomi  
Pays: FI-Finlande  
Type d'organisation: Université/école supérieure spécialisée/academie  
Site Internet: <http://www.vierumaki.fi>

### Partner 7

Nom: Professional Golfers' Association of Germany  
Ville: Munich  
Pays/Région: Bayern  
Pays: DE-Allemagne  
Type d'organisation: Syndicat  
Site Internet: <http://www.pga.de>

### Partner 8

Nom: University of Birmingham  
Ville: Birmingham  
Pays/Région: West Midlands  
Pays: UK-Royaume-Uni  
Type d'organisation: Université/école supérieure spécialisée/academie  
Site Internet: <http://www.undergraduate.bham.ac.uk/coursefinder/education/app-golf-management.shtml>

## Partenaire

### Partner 9

Nom: Slovenian Greenkeepers' Association (ZVGIS)  
Ville: Prestranek  
Pays/Région: Slovenija  
Pays: SL-Slovénie  
Type d'organisation: Syndicat  
Site Internet: <http://www.zvgis.si>

### Partner 10

Nom: PGA Italiana Associazione Italiana dei Professionisti di Golf  
Ville: Milano  
Pays/Région: Lombardia  
Pays: IT-Italie  
Type d'organisation: Syndicat  
Site Internet: <http://www.pga.it>

### Partner 11

Nom: Bosön College  
Ville: Lidingö  
Pays/Région: Stockholm  
Pays: SE-Suède  
Type d'organisation: Université/école supérieure spécialisée/academie  
Site Internet: <http://www.boson.nu>

### Partner 12

Nom: Scottish Qualifications Authority (SQA)  
Ville: Glasgow  
Pays/Région: South Western Scotland  
Pays: UK-Royaume-Uni  
Type d'organisation: Institution publique  
Site Internet: <http://www.sqa.org.uk>

## Partenaire

### Partner 13

Nom: The Professional Golfers' Associations of Europe (PGAsE)  
Ville: Sutton Coldfield  
Pays/Région: West Midlands  
Pays: UK-Royaume-Uni  
Type d'organisation: Association/organisation non gouvernementale  
Site Internet: <http://www.pgae.com>

### Partner 14

Nom: The Professional Golfers' Association Limited (PGA GB&IE)  
Ville: Sutton Coldfield  
Pays/Région: West Midlands  
Pays: UK-Royaume-Uni  
Type d'organisation: Syndicat  
Site Internet: <http://www.pga.info>

### Partner 15

Nom: European Golf Course Owners Association (EGCOA)  
Ville: Amsterdam  
Pays/Région: Noord-Holland  
Pays: NL-Pays-Bas  
Type d'organisation: Organisation d'employeurs  
Site Internet: <http://www.egcoa.eu>

## Données du projet

### Leaflet\_Dutch.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Dutch.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Dutch.pdf)

Golf Stand Leaflet - Dutch

### Leaflet\_English.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_English.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_English.pdf)

Golf Stand Leaflet - English

### Leaflet\_Finnish.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Finnish.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Finnish.pdf)

Golf Stand Leaflet - Finnish

### Leaflet\_French.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_French.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_French.pdf)

Golf Stand Leaflet - French

### Leaflet\_German.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_German.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_German.pdf)

Golf Stand Leaflet - German

### Leaflet\_Italian.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Italian.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Italian.pdf)

Golf Stand Leaflet - Italian

### Leaflet\_Maltese.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Maltese.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Maltese.pdf)

Golf Stand Leaflet - Maltese

### Leaflet\_Portuguese.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Portuguese.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Portuguese.pdf)

Golf Stand Leaflet - Portuguese

### Leaflet\_Slovenian.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Slovenian.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Slovenian.pdf)

Golf Stand Leaflet - Slovenian

### Leaflet\_Swedish.pdf

[http://www.adam-europe.eu/prj/6644/prj/Leaflet\\_Swedish.pdf](http://www.adam-europe.eu/prj/6644/prj/Leaflet_Swedish.pdf)

Golf Stand Leaflet - Swedish

## Produits

- 1 Key findings: European Labour Market Information Research Report for Golf
- 2 The Occupational Map for the Golf sector in EU
- 3 Occupational Descriptors for the Golf sector in EU
- 4 The Functional Map for the Golf Industry in Europe
- 5 The Functional Map for Golf Professionals in Europe
- 6 Work based Competence Framework for European Golf Professionals (Occupational Standards)
- 7 Guide to Qualifications and Learning Outcomes for the Education of Golf Professionals in Europe
- 8 Quality Assurance Strategies and Guidelines for Vocational Education and Training in Golf in Europe

## Produit 'Key findings: European Labour Market Information Research Report for Golf'

Titre: Key findings: European Labour Market Information Research Report for Golf

Type de Produit: Autres

Texte marketing:

Description: A European Research Report has been produced from the qualitative and quantitative data collected through both the initial desk research and the online LMI survey. It includes elements such as workforce characteristics in the Golf sector (eg full time/part time, employees/volunteers etc), the list of main responsibilities for the main occupations identified within the Occupational Map, the issues around skills gaps and shortages within Golf facilities, data about Continuous Professional Development (CPD), the activities and task carried out by PGA Golf Professionals. We can consider this report as the full version containing all qualitative and quantitative data collected through the whole process.

A summary report entitled "Key Findings" has been produced to highlight key findings and data from the survey carried out in the sector in Europe. Indeed, it was unanimously agreed by the partnership that the full version of the report was too detailed and too long for an effective dissemination and as it is will not be read by the main stakeholders of the sector. The content to be included within the key findings paper was discussed and decided by the whole partnership during the last meeting, and we then asked the external designer to create a professional layout. 1,000 copies of this report was then printed and disseminated all over Europe as the first snapshot of the workforce of the sector.

Cible: - Internal: the whole partnership  
- External: Training Providers, Ministries, European Institutions, Golf Courses, employees from the Golf Sector (Golf Pros, Golf Course Owners, Golf Course Managers, Green keepers etc), National Golf Federations, National PGAs Associations, Social Partners, and other stakeholders from the Golf Industry.

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit: anglais

### product files

#### Golf\_Stand\_Key\_Findings\_EU\_LMI\_Research

R14.2\_Golf\_Stand\_EuropeanLMI\_Key\_Findings.pdf

[http://www.adam-europe.eu/prj/6644/prd/1/2/R14.2\\_Golf\\_Stand\\_EuropeanLMI\\_Key\\_Findings.pdf](http://www.adam-europe.eu/prj/6644/prd/1/2/R14.2_Golf_Stand_EuropeanLMI_Key_Findings.pdf)

## Produit 'The Occupational Map for the Golf sector in EU'

Titre: The Occupational Map for the Golf sector in EU

Type de Produit: Autres

Texte marketing:

Description: The Occupational Map developed through the Golf Stand project provides a frame of reference for the Golf sector.  
Indeed, the Map discusses and describes for example the size and nature of the golf sector in Europe, the type of activities and characteristics of golf participants/clients, the organisational structure of the sector, the key drivers affecting the sector and the workforce, and also relates to the key occupations to be found in the sector.  
The Occupational Map considers what types of activities are seen by the workforce and the participants as being integral to the Golf sector.

Cible: Different stakeholders from the Golf sector but also from outside the Sector can benefit from the Occupational Map: Training Providers, Ministries, European Institutions, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, National PGAs Associations, Social Partners, representatives of employees, students, citizens, the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit: anglais

### product files

#### Golf\_Stand\_Occupational\_Map

R15\_Golf\_Stand\_Occupational\_Map.pdf

[http://www.adam-europe.eu/prj/6644/prd/2/2/R15\\_Golf\\_Stand\\_Occupational\\_Map.pdf](http://www.adam-europe.eu/prj/6644/prd/2/2/R15_Golf_Stand_Occupational_Map.pdf)

## Produit 'Occupational Descriptors for the Golf sector in EU'

Titre: Occupational Descriptors for the Golf sector in EU

Type de Produit:

Texte marketing:

Description: The Golf Stand project consortium identified through the Occupational Map four main occupational areas in the Golf sector which are:

- 1) Facilities Operation and Development
- 2) Golf Supplies
- 3) Events
- 4) Participant Development.

These occupational areas headlined for more than 60 different related occupations in total but the consortium decided to select and prepare Occupational Descriptors for the following eight main occupations:

- ASSISTANT PROFESSIONAL
- TEACHING PROFESSIONAL
- HEAD PROFESSIONAL
- DIRECTOR OF GOLF
- GENERAL MANAGER
- GOLF FACILITY SALES & MARKETING MANAGER
- FOOD & BEVERAGE MANAGER
- GOLF COURSE MANAGER

Although the title for each occupation is commonly found in the Golf sector across Europe, the actual job description can vary from country to country.

The Occupational Descriptors were then drafted by the partnership of the project for each of the eight occupations and responded to the requirements of step 3 of the Lifelong Learning Strategy for Sport and Active Leisure (7 Step Model) which was the key methodological tool used in the Golf Stand project.

It consisted of describing key characteristics of each occupation by listing key tasks, skills and attributes for these main occupations as well as knowledge, qualifications and career routes. In other words, the Occupational Descriptors describe a standard that can be seen around Europe in particular job roles and can be used by employers and others in the industry to benchmark job descriptions. They are indicative of common skills and are not designed to be prescriptive. Employment in each country and indeed each employer in the sector may be different from the descriptors as each job will fit the specific needs of a country or employment context.

Cible: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from the Occupational Descriptors: Training Providers, Ministries, European Institutions, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, National PGAs Associations, Social Partners, representatives of employees, students, citizens, the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit: anglais

## Produit 'The Functional Map for the Golf Industry in Europe'

Titre: The Functional Map for the Golf Industry in Europe

Type de Produit:

Texte marketing:

Description: The Functional Map for the Golf Industry in Europe is a graphic representation that describes the work activities and all main functions taking place across the sector. The methodology used through the Golf Stand project to develop this product was to breakdown large functional areas in to smaller functions. The "KEY PURPOSE" was the largest function which was then broken down in to "KEY AREAS", which in turn were broken down on to "KEY ROLES" and finally the most disaggregated part of the Map were the "KEY FUNCTIONS" which are also the titles of the Occupational Standards. These were developed by asking what functions need to be performed in order for the previous function to be achieved. These components can be described as follows:

- Key Purpose – summarising the overall mission of the industry
- Key Areas – describing large areas of work, often undertaken by whole groups of staff
- Key Roles – describing major functions carried out by teams or individuals
- Key Functions – describing the functions carried out by individuals.

In other words, the Functional Map provides a complete breakdown of all functions or work activities that need to be carried out by individual members of staff. Functions are not random activities but all have a clear purpose and outcome that are valuable to an employer of the Industry.

Cible: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from both Functional Maps: Training Providers, Ministries, European Institutions, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, National PGAs Associations, Social Partners, representatives of employees, students, citizens, the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit: anglais  
espagnol  
allemand

### product files

#### Golf\_Stand\_Functional\_Map\_Industry

R17.1\_Golf\_Stand\_Functinal\_Map\_Golf\_Industry\_English.pdf

[http://www.adam-europe.eu/prj/6644/prd/4/2/R17.1\\_Golf\\_Stand\\_Functinal\\_Map\\_Golf\\_Industry\\_English.pdf](http://www.adam-europe.eu/prj/6644/prd/4/2/R17.1_Golf_Stand_Functinal_Map_Golf_Industry_English.pdf)

## Produit 'The Functional Map for Golf Professionals in Europe'

Titre: The Functional Map for Golf Professionals in Europe

Type de Produit: Autres

Texte marketing:

Description: Following the development of the Functional Map for the Golf Industry in Europe (17.1) and before moving forward through the Occupational Standards for Golf Professionals it was suggested and unanimously agreed by the partnership the need to produce a second Functional Map focusing only on the functions related to Golf Professionals. All non relevant functions from the Functional Map for the whole Golf Industry such as Food and Beverage, Manufacture, the development of Golf Supplies etc were then deleted to obtain a specific Functional Map for Golf Professionals. This extra task was a logical step and clearly made easier the transition between the Functional Map and the Occupational Standards - work based Competence Framework for Golf Professionals.

Cible:

Résultat: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from both Functional Maps: Training Providers, Ministries, European Institutions, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, National PGAs Associations, Social Partners, representatives of employees, students, citizens, the whole Sport Movement.

Domaine d'application:

Adresse du site Internet:

Langues de produit: espagnol  
allemand  
anglais

### product files

#### Golf\_Stand\_Functional\_Map\_Golf\_Prof

R17.2\_Golf\_Stand\_Functional\_Map\_Golf\_Prof\_English.pdf

[http://www.adam-europe.eu/prj/6644/prd/5/2/R17.2\\_Golf\\_Stand\\_Functional\\_Map\\_Golf\\_Prof\\_English.pdf](http://www.adam-europe.eu/prj/6644/prd/5/2/R17.2_Golf_Stand_Functional_Map_Golf_Prof_English.pdf)

## Produit 'Work based Competence Framework for European Golf Professionals (Occupational Standards)'

Titre: Work based Competence Framework for European Golf Professionals (Occupational Standards)

Type de Produit: Autres

Texte marketing:

Description: The Occupational Standards (Work based Competence Framework) are an extension of the Functional Map where each identified "key function" is simply broken down further to a level which describes what Golf Professionals should be able to do, the standard they should achieve and the knowledge and understanding they need. In other words, the Key Functions from the Functional Map for Golf Professionals in Europe formed the unit titles for the Occupational Standards.

The Occupational Standards describe the standards of performance that Golf Professionals are expected to achieve in their work, and the knowledge and skills they need to perform effectively. Occupational Standards are concerned with what people can do (competence), not just what they know.

The Standards themselves are made up of the following parts:

- Overview (what this standard is about) - At the front of every standard there is an overview that describes what the standard is about and sets the context for the tasks listed in that standard.

- Performance criteria - These are the criteria that set out what the golf professional should be able to do to perform the tasks listed in that standard well. Performance criteria help professionals know what good practice looks like and what they need to do to perform a task well. They help managers understand what their staff should be doing if they are to do their job well.

- Knowledge and understanding - This section lists the things that a professional needs to know and understand in order to effectively carry out the tasks listed in the standard.

The Occupational Standards for Golf Professionals can be used for a range of different purposes in education and employment. Indeed, Golf employers can use for example the standards to describe the skills they need in their workforce or to assess the skills their workforce currently has. Education providers can map their courses to the Standards to identify gaps in provision and so highlight where there is a need to update material. New courses can also be developed using the Standards, basing the learning outcomes and the syllabus on the areas of competence in the Standards. Finally Golf Professionals can use the standards to inform their own practice and to assist them in making choices about their own continuing professional development.

Cible: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from the Occupational Standards: Training Providers, Ministries, European Institutions, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, National PGAs, Social Partners, representatives of employees, students, citizens, the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet:

Langues de produit: anglais

## Produit 'Guide to Qualifications and Learning Outcomes for the Education of Golf Professionals in Europe'

Titre: Guide to Qualifications and Learning Outcomes for the Education of Golf Professionals in Europe

Type de Produit: Autres

Texte marketing:

Description: The main purpose of the Guide to Qualifications and Learning Outcomes for the Education of Golf Professionals in Europe is to act as an introductory and initial guidance document to help in the development of qualifications, learning outcomes and frameworks in the sector. It corresponds to Step 6 of the Lifelong Learning Strategy for the Sport and Active Leisure Sector (7 Steps model) and has been designed to be a useful tool kit in the development of a curriculum and framework.

The report is aimed primarily at the general reader, but is also aimed at Federations and Educational Institutions as a means of giving them practical advice and informing them of potential ways in which a curriculum can be developed to meet the needs of the industry within the particular context of the country, organisation and provider.

The report begins with a wide appreciation of European Policy and Initiatives, followed by some concrete explanations of the different steps to help in the understanding of the benefits of the Learning Outcomes process, the concrete development and writing of learning outcomes, before linking more explicitly with the Golf Stand Functional Map for Golf Professionals, and then providing examples of potential modules taken from these. Two modules are then looked at in some detail, linked to learning outcomes, teaching methods and assessment strategies to provide the reader with an example of how they are developed and applied.

This report also contains some information obtained from a comparison sample made between existing PGA Training Programmes across Europe to highlight some similarities and differences in the structure, level, delivery and assessment methods.

Cible: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from the Guide to Qualifications and Learning Outcomes: Training Providers, National Qualification Authorities, Golf Courses as employers, employees from the Golf Sector and mainly Golf Professionals, National Golf Federations, National PGAs Associations, Social Partners, representatives of employees, students, citizens, public authorities and decision makers, the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet: [www.golf-stand.eu](http://www.golf-stand.eu)

Langues de produit: anglais

### product files

#### Golf\_Stand\_Guide\_Learning\_Outcomes

R19\_Golf\_Stand\_Guide\_Learning\_Outcomes\_English.pdf

[http://www.adam-europe.eu/prj/6644/prd/7/2/R19\\_Golf\\_Stand\\_Guide\\_Learning\\_Outcomes\\_English.pdf](http://www.adam-europe.eu/prj/6644/prd/7/2/R19_Golf_Stand_Guide_Learning_Outcomes_English.pdf)

## **product files**

### **Golf\_Stand\_Guide\_Learning\_Outcomes**

R19\_Golf\_Stand\_Guide\_Learning\_Outcomes\_English.pdf

[http://www.adam-europe.eu/prj/6644/prd/7/2/R19\\_Golf\\_Stand\\_Guide\\_Learning\\_Outcomes\\_English.pdf](http://www.adam-europe.eu/prj/6644/prd/7/2/R19_Golf_Stand_Guide_Learning_Outcomes_English.pdf)

## Produit 'Quality Assurance Strategies and Guidelines for Vocational Education and Training in Golf in Europe'

Titre: Quality Assurance Strategies and Guidelines for Vocational Education and Training in Golf in Europe

Type de Produit: Autres

Texte marketing:

Description: The report on Quality Assurance Strategies and Guidelines for Vocational Education and Training in Golf in Europe contains a number of desk research findings and good practices on the existing quality assurance standards and procedures. It corresponds to Step 7 of the Lifelong Learning Strategy for the Sport and Active Leisure Sector (7 Steps model). The first part of the report presents the European Quality Assurance Reference Framework (EQARF) and the quality assurance methodology proposed by this Framework, and then highlights and reviews the existing good practices found in the current Vocational Education and Training (VET) system for golf professionals in Europe. The aim of the work carried out through the project to produce this report was not to implement a new Quality Assurance process for Golf professionals but to explore all relevant Quality Assurance strategies that might be considered and implemented to improve the current VET system in the sector. The content of the report should be read as a source of information and guidance based on an extensive desk research carried out through different sectors in Europe. It contains also a series of concrete recommendations developed from the desk research and to be considered as a way forward for the sector.

Cible: Different stakeholders from the Golf sector but also from outside the Sector are targeted and can benefit from the Quality Assurance Strategies and Guidelines for VET. The main target is the PGAs of Europe and National PGAs, but also Training Providers, National Qualification Authorities, Golf Courses, employees from the Golf Sector, National Golf Federations, Social Partners, public authorities and decision makers, and also the whole Sport Movement.

Résultat:

Domaine d'application:

Adresse du site Internet: [www.golf-stand.eu](http://www.golf-stand.eu)

Langues de produit: anglais

### product files

#### Golf\_Stand\_Quality\_Assurance\_Strategies

Golf\_Stand\_Quality\_Assurance\_Strategies.pdf

[http://www.adam-europe.eu/prj/6644/prd/8/2/Golf\\_Stand\\_Quality\\_Assurance\\_Strategies.pdf](http://www.adam-europe.eu/prj/6644/prd/8/2/Golf_Stand_Quality_Assurance_Strategies.pdf)  
Golf Stand Quality Assurance Strategies

## Événements

### **Golf Stand Full Partner Meeting 4 - Munich, 9/10 July 2012**

Date 12.06.2012

Description Final Full Partner Meeting

Cible Partnership

Public Événement non public

Informations de contact aurelien.favre@skillsactive.com

Date et lieu Munich, 9/10 July 2012

### **Golf Stand Technical Partner Meeting 4 - London, 03-04 May 2012**

Date 04.04.2012

Description Technical Meeting with partners involved as leaders within WP7 (Learning Outcomes) and WP8 (Quality Assurance Strategies)

Cible Partnership (WP7/WP8)

Public Événement non public

Informations de contact aurelien.favre@skillsactive.com

Date et lieu London, 03/04 May 2012

### **Golf Stand Full Partner Meeting 3 - London, 12-13 January 2012**

Date 12.01.2012

Description Partner Meeting

Cible Restricted to project's partners only

Public Événement non public

Informations de contact aurelien.favre@skillsactive.com

Date et lieu London, 12/13 January 2012

## Événements

### Golf Stand Technical Partner Meeting 3 - Sesimbra, 15-16 September 2011

Date	28.07.2011
Description	Technical meeting gathering partners involved withing WP6 (Competence Framework)
Cible	Partnership
Public	Événement non public
Informations de contact	aurelien.favre@skillsactive.com
Date et lieu	Sesimbra, 15/16 September 2011