

Double PASS
Quality in Sports

REPORT

DANSK BOLDSPIL-UNION

2016 - 2017

EXECUTIVE SUMMARY

KEY STRENGTHS

- DBU and the League (Divisionsforeningen) are well respected in an international environment for its ambition and its overall approach and setup.
- The mission of the DBU allows for a broad perspective, encompassing both grassroots and professional football.
- The collaboration regarding talent development with the League is very positive and could potentially be replicated in other areas.
- The integration of the A+ coaches is a unique way to integrate talent follow up at club level. Focus is needed though to guarantee that these A+ coaches can stick to their core assignment of follow up of talents in the clubs.
- The basic football philosophy and curriculum of the DBU are clearly defined in 'Den Røde Tråd' and promoted by means of the coaching courses.
- The leagues decision to invest in quality assurance together with the A-, B- and some T-license clubs will be an important catalyst for further improvement at structural and football level.

KEY RECOMMENDATIONS

- Structurally the split between grassroots and professional football, with the DBU as a third (overarching) instance, creates a challenge in areas such as data management, talent identification and the Youth National Teams. We would recommend to install more clarity in the remit of the technical direction. The connection with different committees to make specific decisions that touch upon the whole talent development pathway makes the overall process at times quite inefficient. Practically this would entail e.g.:
 - the integration of the start of talent ID at younger ages
 - quality assurance at grassroots level as well
 - data management across the board
- The scouting setup, together with the licensed clubs, should cover all the grassroots clubs in the different regions to guarantee that no talent will be lost.
- At YNT level we felt the need for more technical leadership and steering of the coaches (including the A+ coaches) towards individual player development. The focus is somewhat too much on short term results and the efficiency of the team aspects.
- Specific functions (video analysis, medical support, ...) would need more attention and stability at YNT level.

CONCLUSION

Danish football has a clear governance and operational structure. Specific measures to further integrate specific aspects of the player pathway across the existing structures might prove challenging but are essential for further progress. When these aspects would be tackled, all ingredients are available on a macro / meso level to guarantee progress in the next years to come at all levels of talent development.

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GENERAL INFORMATION

Visits

DBU: interviews with different stakeholders

- Copenhagen, 20th – 23th September
- Jo Van Hoecke, Marc Van Geersom

YNT M U17: European Qualification Tournament

- Copenhagen, 24th – 25th September
- Budapest (Hungary), 26th – 30th September
- Jean-François De Sart, Marc Van Geersom

YNT M U21: European Qualification Game

- Copenhagen, 3rd - 4th October
- Stara Zagora (Bulgaria), 5th – 7th October
- Jean-François De Sart, Marc Van Geersom

YNT M U19: European Qualification Tournament

- Copenhagen, 6th - 7th November
- Sliven (Bulgaria), 8th – 11th November
- Ariel Jacobs, Marc Van Geersom

Interviews

DBU Federation: interviews

- Jesper Moller
- Claus Bretton-Meyer
- Teddy Perdersen
- Kim Hallberg
- Flemming Berg
- Peter Rudbæk
- Henrik Andersen
- Steen Jorgensen

Divisionsforeningen: interviews

- Claus Thomsen
- Ole Bjur

YNT M U17: European Qualification Tournament

- Per Holm
- Tony Hermansen
- Stephen Paddon
- Kristian Morch
- Per Bjerregaard
- Kristian Hammer
- Henry Mathiesen
- Steen Gleie

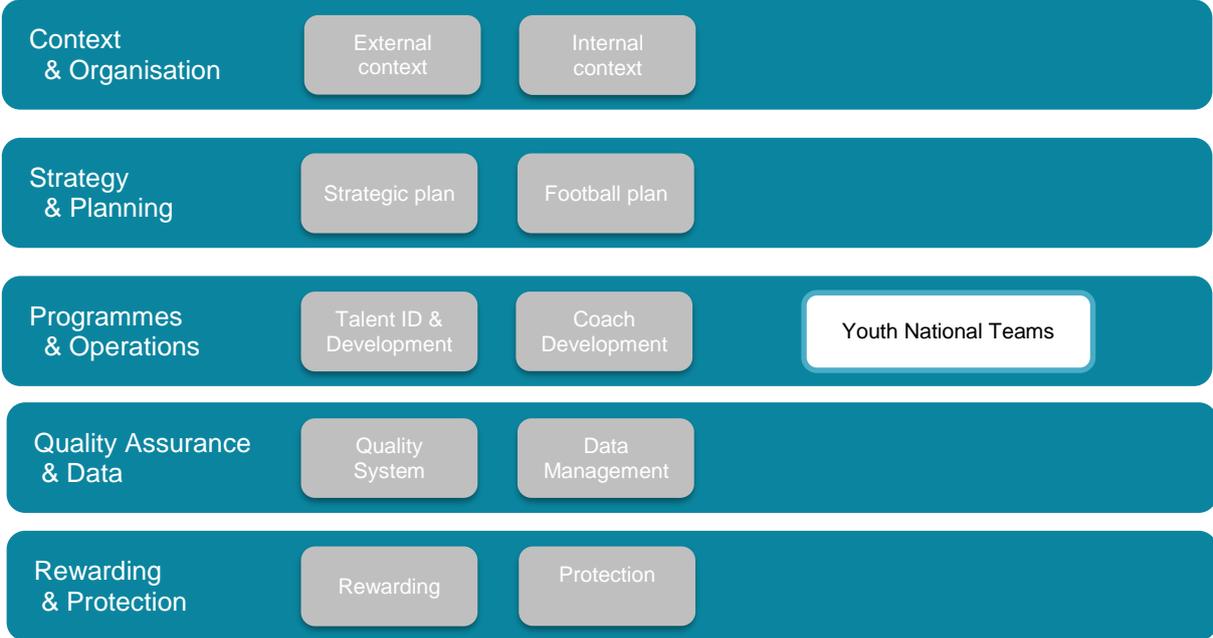
YNT M U19: European Qualification Tournament

- Henrik Clausen
- Jens Letort
- Jesper Hansen
- Kristian Morch
- Lars Poulsen
- Hans Orting
- Jens Jorgensen
- Steen Gleie

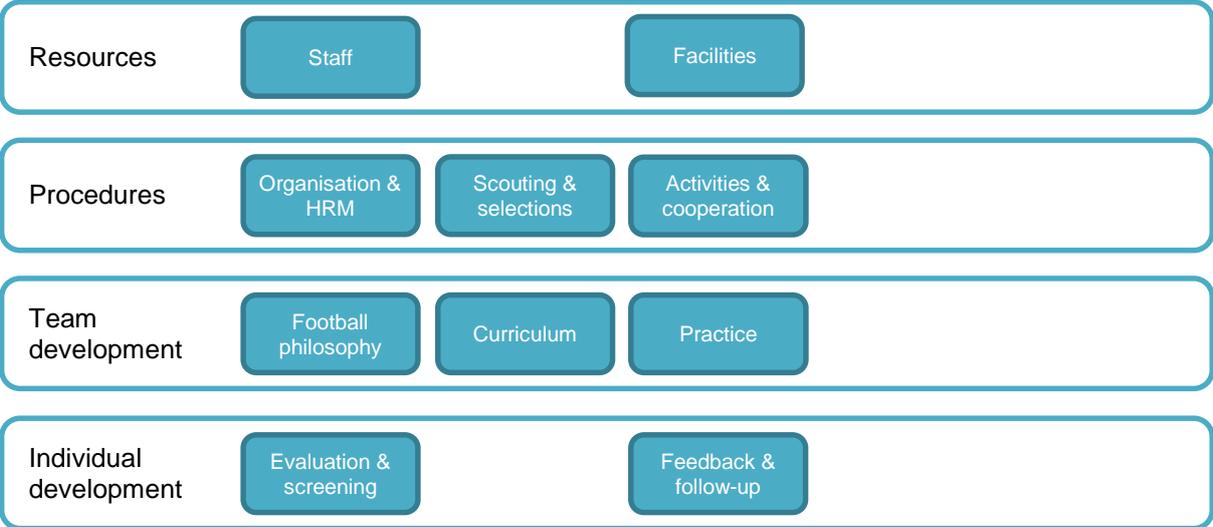
YNT M U21: European Qualification Game

- Niels Frederiksen
- Uffe Pedersen
- Jan Rindom
- Jesper Petersen
- Anders Jensen
- Henrik Andersen
- Christian Norkjaer

FED PASS Model



Youth National Teams



EXTERNAL CONTEXT

Society and sport context

- The DBU aims to be strongly positioned in the Danish society and wants to be part of something bigger. For this, informal contacts are maintained with different stakeholders at national, regional and local level.
- Lots of efforts are actually invested to build more and better relationships with the 98 local communities and to make agreements with municipalities and schools to bring football to the people all over the country.
- Based on the direct communication with all of these 98 Mayors new insights are obtained on trends and issues at this level. It can be interesting to bundle this information in order to come to a better understanding of the local context.
- Furthermore, by keeping up this communication in a structured way new opportunities and solutions can spontaneously occur for the clubs, the regional associations (LU's) and also the DBU as umbrella organisation. In this way the direct environment of all players in the country can be improved.
- There is no structured dialogue with colleagues from other sport federations on common topics like e.g. talent development.
- Longitudinal and structured data are available about the evolving football landscape.

International football

- Besides the focus on the local market there is also the intention of the DBU to play a significant role in the international football network.
- The DBU and Divisionsforeningen have excellent relationships with their colleagues of the Scandinavian Federations and Leagues.
- Together with the colleagues of the Nordic alliance, considered choices are made to be permanently represented in specific boards and commissions of the international football bodies (FIFA and UEFA). This is also translated into KPIs to evaluate the international strategy of the DBU.
- Through this permanent involvement at strategic and technical level, the DBU and its partners are always well informed about the actual tendencies and debates at international level and can (re)act in a proper way.
- It is clear that Denmark is a respected player in the international football network. This status and position gives the opportunity to give further direction on key issues at strategic and technical level.
- New alliances are also made with developing countries to promote some values and ideas and to share experiences with colleagues. Building a bigger and stronger network will increase the chances of having more impact on the international agenda.

RECOMMENDATIONS

- Concrete projects can be set up with external partners to valorise the strong relationships and engagements at local and regional level.
- Together with the regional (e.g. the LU's) and national partners (e.g. the League), it would be good to come to a joint and structured analysis of trends and issues. In this way shared strategies could be defined.
- Structured consultation and collaboration with other sport federations and centres of expertise (e.g. universities) can give other insights on different aspects of elite sport and talent development in particular.

INTERNAL CONTEXT

Culture

- A new vision has been defined by the Board of the DBU considering the Federation and its network as part of something bigger. The focus of this vision is more on the social responsibilities of the organisation whereby the potential of football - as the number one sport in Denmark - has been put in a broader perspective.
- This open perspective is supported by some relevant values. This is a first good step in making this vision concrete and understandable for everyone in the organisation. Moreover, ongoing communication and good practices will be crucial to explain the message and direct the actions at all levels.
- Together with this vision six strategic areas are selected to focus on in the next period whereby a balance is sought between key activities for the board, the division of professional / elite football and the division of grassroots / amateur football. Typical activities and investments of the federation, like Youth National Teams and Talent ID programmes, risk to fall between two stools.
- A stakeholders' analysis has been conducted to support this strategic planning process.
- It is good to see that talent development is selected as one of the six key activities. In one of the documents we even found the explicit and strong ambition to become 'World Champions in Talent Development'! Hopefully it is not solely (seen as) the responsibility of the professional football section but more as a shared responsibility of all divisions at all levels. It is fundamental that the elite and amateur section join forces to set up a common and sustainable talent development system in the country.
- At the other hand it is very strong that talent development is also included as one of the four key pillars in the actual strategy of the League (Divisionsforeningen). It was one of the key recommendations from their vision group to focus more on talent development in a joint effort with the DBU. In this regard the development and transition of home-grown talent is crucial in realizing the ambition of being the 'World's best up-close Football League'.

Structure

- A governance structure among different structures and participants in the organization (board, management and committee structures) is in place.
- Elite football and grassroots football are – in line with the existing football political setup – strongly separated from each other. Both sides are well balanced in budget, representation etc.
- Many commissions are in place to discuss common topics. Although formal meetings and taskforces are organized in different domains, a formal technical structure, that leads and oversees the whole area, is missing.

- As a consequence, topics that cannot be specifically attributed to either side (Professional football or Grassroots football), tend to receive fewer attention (e.g. Youth National Teams, talent ID....).
- With the signing of the new Head of the Elite Department and the Head of Talent Development along with the current Head of Coach Education, DBU is taking an important step to change the current situation and to secure the future of Danish football. This triumvirate works closely together on a day to day basis to discuss technical matters at elite level.
- Given the fact that the League is actively focusing on talent development through its clubs as well, technical leadership has been brought in with the appointment of Ole Bjur. Ole represents the League towards the clubs but also towards the technical structures and people of the DBU.
- Somebody similar is not in place for the regional associations (LU's). Nevertheless, while children's football has especially social dimensions, the technical aspects and the importance of talent development and identification should not be underestimated as part of the talent development pathway.

Cooperation and communication

- The key to good talent development – is cooperation between the clubs and federation – with an individual focus on the player.
- The concept of the A+ coach can be considered as a unique tool to optimize the communication and cooperation between the DBU, the national teams and the A-licensed clubs on talent identification, talent development and talent management of the top talents. In this way permanent attention can be given to the individual development and follow-up of the (potential) players of the (youth) national teams. This is a great concept. However, in reality these A+ coaches are used by the clubs for many other functions (administration, academy management, team coaching, etc.) which undermines their initial focus on talent development and management of the talent pool of international players.
- It is good to see that a joined focus on talent development has brought the DBU and the League closer together in their ambitions and operations.
- With this agreement between the DBU and the League there is a perfect framework to make important steps towards the next level in talent development to produce “future stars” for both the Danish Club Football as the National Team.

RECOMMENDATIONS

- The talent development pathway / system starts at grassroots level. In order to make sure that young talents are optimally identified and developed, we advise to appoint a specific person with a clear remit for this area (either within DBU or on behalf of the LU's).
- A Technical Committee that leads all aspects of talent development should be given the mandate to make decisions at all stages in the pyramid (e.g. competitive formats, talent ID...). With regard to effective decision making it is important that all sections are represented in this body, including key persons of the League, the YNT's and the LU's.
- The job description of the A+ coaches should be reviewed. A+ Coaches should have an exclusive technical function to guide the international youth players in the Club and to facilitate the integration of those players into the First Team. They should not be responsible for the club's management or administration. More control on the execution of their job is needed.

STRATEGIC PLAN

Planning

- There is a very good basis for further strategic planning. Both organisations (DBU and Divisionsforeningen) have made an overall analysis of their context to come to their ambitions and priorities for the future. It is not clear to what extent this information is exchanged.
- It is clear that talent development is a top priority for both organisations. It is very positive that there is an agreement to develop a common vision and strategy to become successful in this domain.
- It is good that more detailed reports about talent development at Federation and Club level are taken into account to define the strategic options and actions to focus on in the coming period. However, some key strategic areas are already pushed forward which are interesting to investigate and make more concrete.
- It is not clear how we have to see the masterplan for Team Denmark in this context, but probably it has been made at that moment in time to get funding for concrete projects. At the other hand the framework behind this plan can certainly be kept as basic structure for future action plans (translating specific aims in to concrete actions).

Monitoring and evaluation

- It is important that these plans are 'action driven' including SMART defined goals and measurable KPIs as guidelines for implementation and monitoring over time.

RECOMMENDATIONS

- We advise to formulate shared and joined-up objectives by the DBU and the League (and preferably also the regional associations – LU's) on talent development. These have to be fine-tuned and monitored by the aforementioned common taskforce for talent development.
- Monitoring systems for all departments and procedures, should be built to assist the evaluation of the implementation of planning.

FOOTBALL PLAN

TD Strategy

- A scouting network exists with clear definition of specific goals for all elements of this structure. It explains the communication structure as well as the decision-making and controlling mechanisms of this department until U13. It seems that only players in the licensed clubs are scouted; approximately 3000 players are followed on a regular base. As a consequence there is still an important amount of players which fall off the radar of these clubs.
- The A+ coaches play a crucial role in the talent identification structure. They are the key persons to exchange information about the most talented players (especially the players of the youth national teams) and to promote the football philosophy of the DBU.
- The Regional coaches are playing a crucial role in the U14 talent identification structure.
- There is an U17 and U19 nationwide League and Division competition as a superstructure above the youth competitions organized by the Local Unions. A license is required for the participating clubs without correlation to their first teams.
- Besides this, there may be differences in the way the competitions or tournaments are organized in the respective Local Unions or regions. A Local Union Committee can establish its own competitive formats.
- There is no guarantee for youth players to receive minimum playing opportunity during the games.
- It is difficult for late mature players to get in the scouting network in a later stage. Measurements of maturation are not in place.
- DBU is aware of the Relative Age Effect (RAE) but has not implemented sufficient structural actions to solve this problem. However, they try to convince clubs on not to lose talent due to the RAE and to keep all avenues open.
- It is remarkable that a significant number of players in the A- licensed clubs is still replaced by other players at a relative “old age”.

Football philosophy (general)

- DBU has a clear Football Philosophy and aims to be a highly professional model for the clubs.
- The Elite Department defined a football philosophy for their National Teams and is making a lot of efforts to impact on the football content side, especially in the areas of talent development and coaching education.
- Although clubs are 100% aware of DBU’s philosophy, there is no intention to oblige clubs to make an identical talent development plan. The philosophy is that clubs develop players with a focus on all aspects of the player-development.

- Two strategic documents ('Den Røde Tråd' and 'Talentmanual') clearly describes DBU's playing philosophy, players curriculum and DBU's talent structure.
- National coaches follow new trends in international football and explain the changes they focus on to all the licensed coaches in the different DBU upgrade courses and seminars.
- Integration of new playing principles are afterwards integrated in the manuals used in the courses.
- DBU tries to be as inclusive as possible in this. The project to mandate the implementation of small sided games at younger ages across the Local Unions is a great example. It will definitely help to develop the game at the lower end of the pyramid.
- A more structured effort in this domain will be the guarantee that this Football Philosophy will have significant influence on the approach that the club's Youth Department will adapt in terms of the future development of young players.
- There is an overall training philosophy defining the training priorities in DBU's talent development. In 80% of the time practical training exercises should be in possession of the ball (WE part), 15% when the opponent has the ball (DE part) and 5% reviewing of standards set pieces. However, in this overall training philosophy there is not enough focus on the two transition moments in the game as well as the different needs for specific age groups.
- There is a clear vision on the starting formation for 11v11 games with the preferred formation being a 1-4-3-3, however coaches are free to change the formation into 1-4-1-2-3 (with one holding midfielder, a box-to-box midfielder and an attacking midfielder) or to 1-4-2-3-1 or to 1-4-4-2.
- A lot of playing principles for the different team functions (offensive style, organized defensively, quick transitions and finishing) are defined in the different manuals and gives the possibility to the Coaches to use what is opportune.
- The input that we received from coaches was not contradictory to these principles. On top of this, coaches demonstrated an excellent insight into game principles that they are implementing.

Curriculum (general)

- DBU considers team development as the basic framework within which individual football skills must be developed. For this DBU works closely together with the clubs to discuss and promote this philosophy.
- The basic formation used as a starting point in players' development is 1-4-3-3. Depending on the different moments in the game this basic formation is flexibly changed in well-defined offensive and defensive formations.
- The curriculum offers a set of key concepts to develop DBU's playing principles.
- The development of physical skills is a responsibility of the clubs. With the help of DBU's Coach Education and a continuous dialogue, clubs are inspired and informed about new initiatives in this domain.
- There is a well-defined age group structure. Two brochures explain an age-related training program. However, volume 1 still contains the old

competition format for children football which is not followed anymore by the clubs.

- The players' curriculum explained in the strategic document 'Den Røde Tråd' was already updated several times. However new playing principles are applied in the YNT's and could not be found in the manual.
- Education Department is reviewing yearly the content and rewriting the curriculum with the help of the YNT Department and other stakeholders.
- The playing principles are well explained to the U15 and further developed in the older age groups. The sequence which is followed to explain the different playing principles depends on the quality of the team.
- There is no general periodization model for Goalkeepers.

Coaching philosophy (general)

- Guidelines for coaches in training and games were found in several manuals. The coaching philosophy is discussed during the courses.
- The tutor focusses on coach behaviour to adopt his coaching style in function of the needs of the players.

RECOMMENDATIONS

TD Strategy

- Stimulate the licensed clubs to scout all the clubs in the country or expand the regional scouting network as long that the licenced clubs do not have a Scouting Department covering all the clubs.
- Actions should be taken to give late developers and/or late born players the opportunity to play more in youth and children competitions and to avoid drop-out.
- We advise to determine maturity of the players and peak height velocity (e.g. Mirwald formula) combined with predictive testing of size and shape (e.g. Mid-Parental stature formula when X-ray is not available). Further data analysis by the Club is needed on the relationship between early and late birthdays of players in order to come to balanced teams. This way the Club can make sure they do not miss out on talented players by not considering the maturity of players or the relative age effect and at the same time take injury prevention into account by monitoring the growth spurt.
- Minimum playing opportunities for all players have to be guaranteed at least in the younger age groups and certainly at grassroots level.
- Adapting the rules especially for children's football (e.g. demanding to make teams with 50% of the players born in the second semester of the year) will help to solve the problematic about the RAE.
- A supplementary national competition for U16 and U15 could be organized to bridge the gap between the LU competitions and the U17 National competition.

Football Philosophy

- It should be promoted and stimulated that clubs – in particular at grassroots level – implement the football development philosophy of the DBU. This can be supported and eventually rewarded by means of practical assessments in these clubs.
- More focus should be spent on the two transition moments in the game as well as the different needs for specific age groups.
- More position specific responsibilities for lines /or units should be defined.
- We advise to explain and motivate why DBU chooses for 1-4-3-3 basic formation and playing system for the education of youth players. This should also be the case for the formation for the small sized games.

Curriculum

- A specific curriculum, practical to use, needs to be edited by the Head of Coaching giving more details on the current playing system and working methods of the national teams.
- More attention should be given to communicate the new knowledge regarding youth development.

TALENT ID & DEVELOPMENT

Talent ID (general)

- DBU has set up a solid network to identify the talented players in the country.
- The definition of 'talent' is communicated in different manuals and presentations.
- When identifying players a differentiate of the (potential) competences and the (actual) performance is made.
- Players are observed by the YNT Coaches and Scouts providing some comments on the TTPM (TAGS) qualities in a renewed Scouting Data Base.
- By using colours (red, yellow and green) the evaluation system allows to split the players in different groups, in particular potential vs. performance players.
- The U14 Scout rates the players generally (from 1 to 4) before players can be invited for the U14 training camps and send a list with scouted players to the DBU's Talent Scout.
- The scouting staff is well aware of the fact that the RAE (birth month bias) can influence players performing. However, there are currently no measures in place to know or test the biological age of the player.
- Nevertheless DBU created a futures group U14/U15 selecting mainly based on the height of the player.
- DBU is working together with 35 (max. 40) T-licensed clubs to identify talent.
- Testing of elite players is run through a well-organized scouting network with Regional scouts, helmed by two Talent Centre Coaches.
- Regional Training Centres spread over six LU's provide a strong platform to identify the U14 top talents.
- Two National Training Centres organize several training camps to explain the Danish playing philosophy to the U13/U14 groups.
- Although a dense scouting network of licensed clubs exists, the system does not guarantee that some talented players might fall off the radar.
- Another challenge is to be sure that all the A-, B-, and T-licensed clubs are effectively recruiting the players with most potential at younger age.
- There is a scouting plan and the scouting staff have on-line access to a database (DBU Talent) to complete all online scouting reports. Once players are within the network there is a good overview of who plays where in the country.
- There is regular communication on these players through the technical staff of YNT national coaches and the A+ Coaches.

RECOMMENDATIONS

- Although Scouts and Coaches seem to work in a quite consistent way, it is advisable to come up with a sharper definition of what 'special talent' means throughout the different age groups and levels.
- When rating the players, more indication should be given to the scouts when there is lack of qualities or competencies.
- There should be also more attention for physical parameters and biological maturity. It is recommended to include a section on maturity into scouting reports in order to avoid overlooking late developers.
- In order to set up an effective scouting system at younger age with the licensed clubs, DBU should be sure that all clubs are covered and that all the clubs have a qualitative scouting set-up in place.
- A course for talent scout needs also to be developed to have more qualified scouts.

COACH DEVELOPMENT

Continuous development

- Several refresher courses are organized for all levels every year.
- International congresses for coaches are not organized often because of the Danish language. However, DBU is taking part in two UEFA Projects, the UEFA Study Group Scheme and the UEFA coach education student exchange programme, to exchange information, ideas and best practices.
- Coaching Lounge DBU organizes a yearly “Trainers Day”.
- On the DBU website under coach education and on apps, coaches can find all information to stay updated regarding courses and meetings.
- Practical exercises can be found in ‘Den Røde Tråd’, the ‘Talent manual’ and in ‘Sideline’.
- An Exercise Bank is also created to find inspiration to organize practical sessions.
- Youth Academy Directors and Youth Club Coaches receive only external feedback on their coaching when they are participating in courses.

Coach education

- DBU has set up a complete coaching education system, covering all levels and all ages.
- The courses are continually reviewed with a wider group of technicians. Manuals are up-dated in time.
- It is good to see that there are active plans to upgrade the quality of coaching courses at all levels. However, the organization of the C-Coaching course is actually a responsibility of the Local Unions. The content of some of the 13 different courses that make up the C-coaching course is at points overlapping. The modules could also be explained in a different way.
- There are no courses or workshops for specialised functions like physical coaches, mental coaches or video analysts etc.
- There are no specific courses for scouts. A general approach is included in the Masterclass Academy Management for Technical Directors and Academy Directors.
- The National and Regional Coaches are mostly also Coach Educators and have several meetings to discuss the content of the courses.
- When necessary individual support for Coach Educators is organized or experienced tutors can train new tutors.

RECOMMENDATIONS

- We encourage the DBU to review the 13 modules of the C-license course. Some modules can be transformed into E-learning modules to make it easier for parents to follow the modules. Avoiding redundant topics will also reduce the total numbers of hours of the course which might help to attract more candidates.
- More coaches without license should be stimulated to follow the courses.
- More investments need to be done to invite new candidates for Grassroots level (C-Coaches for younger ages in small sided games).
- Course and workshops for specialised functions like physical coaches, mental coaches or video analysts need to be organized.
- We believe that a specific education in scouting for club coaches/scouts is a necessity as well.

YNTS: OPERATIONAL MANAGEMENT

Staff

- The daily management of the Elite Department (including the YNTs) is led by Director of Elite Development, the Head of Talent Development and the Director of Education.
- The Head of Talent Development has several roles within the Federation. Besides Head of Talent Development, he is also the Director of YNTs, Director of Scouting and Director of Coaching.
- Each YNT playing official qualification games has a full time Head Coach who can propose the composition of his staff to the Head of Talent Development. However, the staffing for each activity can vary due to availability of the personal and there is no real procedure to compose a staff.
- The same Coach is doing a cycle of three years (U16, U17 and U18) and another Coach is appointed to coach the U19.
- Each team has an Assistant Coach. For U17 and U19 the assistant is an A+ coach also working for a Super League Club. They are assistant during the year of the European Championship. The U16 and U18 assistant coach is also an A+ Coach. For each activity another Assistant Coach is appointed. Every A+ Coach assists for about 6 days a year.
- Only the U16 has a Mental Coach at their disposal, giving the players an insight in this domain.
- U17 and U19 has a part time video analyst.
- Despite the tight budget, the staff of the youth teams are motivated. Due to many double or triple functions of staff members, the investment in the development is however insufficient.

Facilities

- DBU has scheduled access to the permanent facilities of the DBU Hotel and Course Centre in Jylland for National and Regional activities and hires on top of that other venues for the YNT activities.
- Going out from the feedback of the staff, it seems that the DBU's Hotel and Course Centre is not appropriately equipped for YNT activities (no appropriate stadium/dressing rooms, no floodlights on the first pitch, no examination room for the doctor, no equipped room for match analysis, etc.). Further, geographically this Centre is not well situated within the country.
- Before leaving the country for away games the YNT's have good alternatives to prepare the team. The team stays in a 4* hotel in Copenhagen, with all the facilities for a football team. They can use the facilities of a local team. The hotel is perfect situated nearby the Airport in Copenhagen. Local transport (10' or 20') is needed to go to the training fields.
- The training complexes have sufficiently good quality fields, but without shelter or dressing rooms.

Organization and HRM

- An organizational chart of the Youth National Teams has to be made showing the relationships among all individuals involved in the Elite Department.
- A job description for Talent Development Manager is in place and can be seen as a good example. However, there is no detailed job description for all Staff members (Head Coaches, Assistant Coaches, etc.).
- There is a clear meeting structure in place organized by the Head of Talent Development.
- An annual meeting is planned with the six YNT coaches and the two Talent Coaches regarding their personal development.
- Every four to five weeks a technical meeting is planned with the YNT coaches and the Talent Coaches for a full day to discuss future plans and initiatives.
- Six times a year a technical meeting is planned with the YNT coaches, A-national team coach and the Assistant Coaches.
- Six times a year internal inspiration-days are organized for YNT coaches and coaches from the Women NT.
- There is a clear procedure to decide on subjects related to the football philosophy and the allocation of resources.
- The monitoring of the YNT's performance is done through an informal procedure at the office or via phone.
- Performance assessment of YNT Coaches is an ongoing process after each activity.
- Bringing in Assistant Coaches for the YNT will be a decision taken between the Head Coach and Head of Talent Development.
- Hiring new Head Coaches is discussed with the Director of Elite Department, the Head of Talent Development and the Director of Education. Final decision and contract negotiation will be done by the Director of Elite Development.
- When hiring a new U21 National Coach the Head of Talent Development will propose candidates to the CEO.
- If supplementary per diem staff (doctors, physical coaches, goalkeeper coaches, kit manager, video analyst etc.) needs to be hired, the Head Coach and the Team Manager are looking for free specialists and can make recommendations to the Head of Talent Development.
- The Assistant-Coaches for U17 and U19 are A+ Coaches hired during the year of the European Championship.
- The Assistant-Coach of the U21 is hired fulltime. Besides, he is also tutor in the Education Department.
- Fulltime Assistant Coaches are missing in each YNT.
- Actually there is no fulltime video analyst for each YNT.
- There are no video-analysis of the coaches to enhance understanding and the way the coach is working.
- A new informal recruitment strategy for the YNT is in place. However, there are no key criteria to recruit new staff members.
- The final evaluation of the YNT staffs comes down to the Head of Talent Development.

- New staff members are connected with experienced staff.
- The agreed targets/action plan come from the bi-annual MUS/MER individual meetings between coaches and Head of Talent Development.

Scouting and selections for YNTs

- DBU's definition of talent is clearly formulated and communicated to the National Youth Coaches, Talent Coaches, Regional Coaches, A+ Coaches and T+ Coaches.
- The definition of talent is based on eight players' profiles and different TAGS qualities (Technic, Attitude, Game intelligence and Speed).
- All the coaches are also scouts looking for talent on different levels. A simple scouting form for evaluating players is used and additional scouting information is recorded in an online scouting database.
- However, due to the lack of the definition of minimum standards per age group, this evaluation system does not allow to split the players in a rational way in different talent levels and is rather subjective than objective.
- Regional Coaches are looking for talent in 26 T-license clubs and organize training sessions in the clubs.
- DBU selects a group of 60 players to make two YNT's U16 (National Team and a future group).
- The YNT Coaches can ask within this network another DBU Coach to follow a match live.
- Denmark is a small country where DBU Coaches and licensed club Coaches know each other. A good communication between them is a guarantee to select the players in the right learning environment.
- As long the communication between all the Coaches is good, this informal way of exchanging information can be seen as functional.
- The Head Coach of the team is accountable for the final selection. The Head of Talent Development, the Assistant Coaches and the respective A+ Coaches and the Regional Coaches are also involved in the selection process. The discussions and exchange of information regarding the final selection are mainly held through phone calls.

Activities and cooperation

- A year planning with the calendar of events for YNTs is drawn up and kept up to date. Once a year this calendar is communicated to the A+ Coaches, the T+ Coaches, the club Coaches, the Regional Coaches, the Talent Coaches and the YNT Coaches. More info regarding the next event can also be found on the website.
- There is no planning for scouts. Scouts need to mention which match they will follow after verifying if no other scout is on that match in the scouting data base.
- Only for the U16 some mental coaching opportunities are scheduled but these interventions are more psychosocial than mental.
- YNT players don't have a consistent educational and vocational support neither social support.
- There are no certified tutors available for YNTs.

- After activities clubs receive written feedback about the game(s) and their players' performance. Usually this formal information will be followed up by a phone call of the YNT Coach.
- Only for U21, objective information about workload and other physical performance data (GPS) is communicated to the clubs. For the younger teams, playing time and subjective workload is shared with the clubs.
- Communication and exchange of medical and sport science data of youth players happens sporadically by YNT coaches and/or his staff or when there is an issue.

RECOMMENDATIONS

Staff

- Each YNT should have a permanent staff staying together during a cycle of 2 to 3 years. This stability in the staff will stimulate the teambuilding process for the group, improve the knowledge about all the potential players for a certain birth year and contribute to more continuity in the application of a solid football vision.
- More specialists are needed across all Staff.
- If there is no possibility to expand the Staff due to budgetary restrictions, nevertheless all multidisciplinary competences should be present in the Staff of each team.
- The requirements and skills for each position in the staff has to be defined and a solid recruitment protocol has to be put in place based on the specific needs of each YNT.
- All the YNTs should have a video analyst present during all the training sessions and games.
- A sport psychologist should be appointed for the YNTs to screen new players before making the final selections for important tournaments.
- Each Youth Team working with heart rate monitors and running trackers should have a Physical Coach interpreting the data online. He should communicate the data to the Fitness Coach of the player's club.
- Personal development plans for the staff have to be established. Regular appraisals and feedback has to be organized for each staff member. A succession plan for each staff member has to be implemented.

Facilities

- When hiring venues standards for fields, locker rooms, recovery, medical, rooms, food and recreation, standards have to be set at the highest level.
- Therefore, a checklist for minimum requirements for venues to hire has to be made.

Organization and HRM

- An organizational chart of YNT Department with the formal hierarchy and relationships among all individuals should be made.
- It is advisable to produce a job description on a DBU template for all staff members (Head Coaches, Assistant Coaches/A+ Coaches working for the YNT, etc.). All responsibilities and tasks, the reporting lines and the required competences, qualifications and experience should be part of it.
- The procedure for staff recruitment has to be formalized, to have a wider scope on potential candidates and to store information of previous and potential candidates in a database.
- Working with the same staff during a longer period will bring more consistent quality in the different youth staffs.
- The Head of Talent Development needs to be present at the YNT activities as much as possible. However, in case of non-availability, there must be a system that he is permanently informed about the activities, the performance and progress of the team, the players and the staff involved. For this it is important that he has online access to updated information about the training sessions and games, videos of matches and other activities, GPS information, etc.
- A formal review and appraisal procedure in order to professionalize the assessment procedure of the YNT staff members is required. This procedure should lead to an individual development plan for each Coach.

Scouting and selections for YNT

- New scouting profiles have to be established based on the new style of play.
- Using a talent identification code determining the level of player (international, regional, player who needs special attention from HC, etc.) should bring more clarity for the Head Coach to follow up players for the YNT.
- Gathering regularly (every 3 months) data regarding the height and the weight of the players can help to determine the maturity of the players and split trialist in different groups.
- No national selection until U15 should be made. It's better to make several regional selections per maturity grade and to evaluate more players in depth for this age group.

Activities and cooperation

- Workshops for nutrition, hydration, professional life style, professional pathways etc. have to be organized during the YNT camps.
- Recreational activities have to be organized during the YNT camps, a good balance between work and downtime is important.
- The support to be delivered by the medical staff should be defined in a manual. This manual should contain clear guidelines regarding medical procedures, injury prevention, medical care, nutrition and hydration, equipment to use, vaccination regulation, etc.

- It is recommended to integrate a sport psychologist into the activities for all the YNT's in order to stimulate the ownership of players via practices coming from these areas of expertise. The sport psychologist can also be available during some activities to screen the players, to coach the coach or for individual consultation.
- For longer activities the YNT staff should organize structured study time during the breaks to compensate the lessons missed at school. This will require a strong cooperation with the player and his school to prepare the study time. One of the assistant coaches could be accountable to organize this study time.

YNTS: TEAM DEVELOPMENT

Football philosophy of YNTs

- Within the football philosophy, described in two strategic documents, Youth Coaches can choose their own playing principles.
- DBU is in a transition period. The previous Head Coach and some of the Youth Coaches left and new Coaches were appointed since one and a half year.
- New playing principles in the practical application of the football philosophy were determined.
- Building up in Phase 1 and Phase 2 and creating chances or pressuring the opponent are good examples of playing principles that are now being applied differently.
- The implementation of this vision on team and individual development for the YNTs depends highly on the knowledge and the personal efforts of the Youth Coaches.

Curriculum of YNTs

- Informal principles to compose the YNT squads are in place.
- A depth chart with a number of eligible players is set up for each team reflecting the player profile philosophy. However, these depth charts are only kept up to date in the HC's files.
- In a selection of 18 players the squad is composed so that all positions can be covered twice.
- Principles regarding playing opportunities regarding equal playing time are defined for U16, U17 and U18 friendly matches. In European Championship matches the distribution of the playing time will be different.
- The existing curriculum described in the "Den Røde Tråd" and "Talent manual" is mostly followed by all the YNTs.
- The basic formation used as a starting point in players' development is 1-4-3-3. Depending the different moments in the game this basic formation is flexibly changed in well-defined offensive and defensive formations.

- From U15 and up the curriculum offers a set of key concepts to explain to players.
- The learning objectives are freely chosen by the Coach as long they are linked to the DBU's playing style. His choice depends on the level of the team he is preparing for the next tournament or event. However, there are no technical, physical and mental objectives defined.
- Training themes are prioritized per age groups in relation to the DBU's playing style. These themes are seen as indicative and the coaches need to build on from the previous age groups.
- Every player can fill in his role in different ways and has the freedom to choose solutions for the benefit of the team.
- The "Talent manual" only describes the structure for scheduling training cycles for the U15 age group.
- There is no periodization plan for Goalkeepers. However, each goalkeeper coach has a general plan for the GKs.

Practice of YNTs

- There are neither procedures nor guidelines for planning and organizing training sessions and games.
- The planning is made by the Head Coach in function of the match day, in close collaboration with the Assistant Coach and the GK Coach.
- The practical application of the planning largely depends on the knowledge and experience of the Head Coach and his Staff.
- The Staff of each team is experienced and some unwritten rules are followed. However, there are no guidelines for Coaches how to proceed in daily practice.
- Practical sessions are evaluated straight after the training session between the Coaches and the Head of Talent Development when he is present. However, there is no template used to formalize the evaluation of the training sessions.
- Games are evaluated based on video.
- Video footage is created to present and to discuss the opponent with the players. However, depending on the qualification and the composition of the Staff, different persons (HC, Assistant Coach, GK Coach or Video Analyst) make the footage or give the presentation to the players.
- There are no best practice training sessions for GK with outfield players.
- There are no guidelines for YNT Coaches regarding the coaching philosophy for training sessions. However, Coaches are all at least A licensed Coaches with knowledge of different teaching and learning methodologies. All YNT Coaches can choose either which methodology or didactical principle they use.
- The methodology used by the coaches is an analytical approach and most of the exercises are game related.
- A positive learning environment is created. Players are encouraged to be proactive and making mistakes is a part of the learning process.
- Regarding the coaching style and coaching behaviour, DBU refers also to the manuals of the Education Department. YNT Coaches are asked not to

guide too much during games but rather to stimulate players to find the right solutions.

RECOMMENDATIONS

Football philosophy of YNTs

- The recently adapted football philosophy should be made more clear for all Coaches.
- Detailed player profiles, style of play and detailed description of game situations have to be established based on the new requirements and objectives for each age group.
- All the playing principles should be explained in video clips.

Curriculum of YNTs

- Principles regarding playing opportunities for late developers need to be defined. Especially playing opportunities for U18 late developers should also be provided in the YNT.
- A more detailed periodization plan should be defined with tactical and mental learning objectives per age group.
- Each goalkeeper coach should define TTPM learning objectives and an appropriate plan in function of the periodization plan and playing principles defined by the Head Coach.

Practice of YNTs

- Templates to make and to evaluate training sessions have to be established.
- Every training session needs to be evaluated and recorded. Training sessions seen as best example can be used for instruction purpose.
- A library of best practice sessions illustrated with video clips has to be build and shared within all YNTs.
- A staff handbook is needed containing DBU procedures and guidelines for YNT Coaches and everyone involved in the development process.

YNTS: INDIVIDUAL DEVELOPMENT

Individual evaluation and screening

- An overall match evaluation (with match facts etc.) as well as an individual player evaluation (offensive/defensive/other) is made after each activity.
- Coaches can use their own templates to make an evaluation and complete individual information in the Talent Data Base.
- Players do receive a post-camp meeting at the conclusion of every camp to discuss strengths and areas of development in relation to matches, training and home work if there is still time to do so.
- No concrete mental and physical feedback is made for the younger age groups. Only for U21 players a detailed report of the workload and physical activity is made.
- No concrete formal individual feedback nor action plan is given to the players. It's up to the A+ Coach to make individual development plans to guide the youth international in his club.
- No self-assessment on his development and performance against his learning objectives and targets are made by the players.
- Players do not have an online diary.
- Functional Movement Screening tests are not conducted for YNT players.
- DBU does not conduct any physical screening to measure or follow-up the physical condition of YNT player. However, some clubs send the results of the physical screenings of their YNT players to the Head of Talent Development.
- Daily fatigue testing or well-being testing are not conducted in the YNT's.
- There is no list to check the mental state of the players.
- No checklist is used to give green light to play after injury.
- There is no psychological profile defined for the YNT players. However, there is a mental conditioning program conducted for U16.
- No medical screenings are conducted

Individual feedback and follow-up

- Individual and positional feedback are regularly provided within the training camps by the Coaches.
- The clubs receive evaluation documents on individual players after each national team activity.
- The clubs receive also the games as well as the individual clips.
- The evaluations are also sent to the appropriate persons within the DBU.
- Evaluations are often followed up by talks between the YNT Coach and the Club Coach.
- There are no formal individual performance and progression meetings organized. However informal meetings during the YNT activities take place when there is time or if the coaches visit the clubs. Meeting with the players can be organized on request.

- It's up to the A+ coach to make an individual plan with coaching points. If the club where an A+ coach is working has another playing style than the DBU's playing style, this can be confusing or contra-productive for the player.
- Only the evaluation without an action plan for the YNT players are stored in a DB.

RECOMMENDATIONS

Individual evaluation and Screening

- A detailed template needs to be established to evaluate the individual and game performance for YNT players.
- A detailed list of tasks per position is needed to give a clear understanding to players and to assist the Coaching Staff when evaluating each player individually.
- A vision has to be developed on how screening data, video or other technology could contribute to this assessment procedure in the different age groups.
- Youth coaches should stimulate players to make a self-assessment on their personal development process and to keep a diary.
- A formal procedure for injuries should be applied, especially for players with light injuries.
- Physical screening and daily fatigue tests should be organized before and during important tournaments.
- Mental screenings should be conducted and a psychological profile should be defined for all the YNT players.
- Anthropometric data should be gathered every 3 month allowing to monitor the PHV date of the players.

Individual feedback and follow-up

- Schedules of training camps need to be adapted to allow Coaches to give individual feedback and long-term goals to the players before they leave the training camp.
- A+ coaches should be involved in these feedback moments to follow-up the individual action points of the players in the club. A permanent reporting system from the A+ coaches towards the YNT coaches and the Head of Talent Development has to be formalised.
- All individual feedback to YNT players should be supported by video clips and data.
- A central database recording personal data, performance data, fitness data, medical data, education data, a development plan, etc. should be created in order to keep all this information in the federation.

QUALITY ASSURANCE SYSTEM

Assessment of (elite) academies / talent development in clubs

- With the independent and in-depth assessment of all talent development centres in the country the DBU and the League (Divisionsforeningen) have given a clear direction to their intention to work closely together on this shared responsibility of talent development.
- The assessment of the elite academies is implemented in different stages per type of license. In the season 2015-16 it started with the A- license clubs. This season the B- and T-license clubs are following.
- The global report of all these assessments will give more profound insight in the overall capacity of the actual talent development system at different levels. It will direct actions to optimize the different elements.
- At grassroots level such an evaluation is not in place yet. Even more so, we have the feeling that the link with the “performance oriented” part of the talent development pyramid is at this moment in time insufficiently connected.

RECOMMENDATIONS

- A fixed cycle of assessments will stimulate the clubs to work permanently on their action points. This is the only way to improve the system progressively.
- An adapted system for grassroots has to guarantee a quality basis of the complete talent development system.

DATA MANAGEMENT

Data management system

- A new data management system has been developed, especially for the scouting and follow-up of talented players for the Youth National Teams. Now this system has to be filled with data.
- A video library of all games (U17, U19 and Reserve League) has been recently installed by the League.

RECOMMENDATIONS

- It is important that there is one shared / connected database of all youth and senior players to analyse and follow the player history and performance of all affiliated players.
- Performance data of talented youth players can be added to the system by the clubs (e.g. by the A+ coaches).

REWARDING

Certification

- The DBU works with a system of A-, B- and T-licensed clubs. Besides the link with the competition structure, this license system gives clubs the right to claim some advantages and resources.
- Next to this licensing system, a certification system could be installed in a next cycle to stimulate the clubs to keep investing in talent development.

Subvention and support

- As mentioned before, the system of A+ coaches can be considered as an appropriate and significant support for the clubs.
- Beside this, collective support is delivered by the League to their clubs in the form of tools (e.g. Wyscout) and courses (e.g. Masterclass Academy Management).

RECOMMENDATIONS

- In a next cycle additional subvention and/or support would be ideal to further the certification system.

PROTECTION

Compensation

- Clubs can ask the League for individual support to handle international transfers and compensation.
- There is limited compensation for clubs when a player signs his/her first contract based on the number of years that the player has been registered in these clubs. There is no differentiation based on the level or quality of the academy.

RECOMMENDATIONS

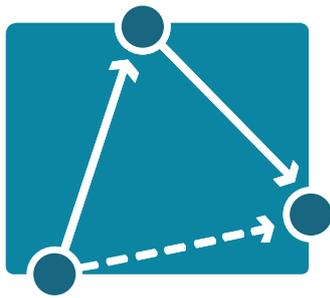
- Collective information sessions should be organised to inform the professional clubs about the international compensation system.
- A national compensation system should be ideally installed to manage transfers of players between professional and grassroots clubs considering the type of license and certification.

RESULTS

General	
External context	
Internal context	
Strategic plan	
Football plan	
Talent ID & Development	
Coach Development	
Youth National Teams	
Quality Assurance System	
Data Management	
Rewarding	
Protection	

Youth National Teams	
Operational Management	
Team Development	
Individual Development	

-  Not applicable / insufficient access to information for evaluation
-  Needs attention
-  Needs further development
-  Good quality



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