

DIRECTOR SPORTS IN A PROFESSIONAL GERMAN YOUTH ACADEMY

Content, Conflicts, Creativity, between youth
development and professional football

YOUR SPEAKER



OLIVER HEINE

41 YEARS, MARRIED

- 21 Years Coach/Director in professional youth programs
- Player up to 3rd Division – Semi professional mostly for Union Berlin
- SG Dynamo Dresden U17 Head Coach
- UEFA Pro-Licence, M.Ed. Sports Science and Educational Science

Former Jobs

- DFB Coordinator Talent Development Berlin
- Director Academy NLZ Eintracht Braunschweig
- Coach Hertha Berlin Academy
- Coach 1.FC Union Academy

Greatest Successes

- 2010 U17 Bundesliga Division Champion North-Northeast
- 2012 U17 Bundesliga Winner Germany
- 2017 U19 German Cup Winner

AGENDA

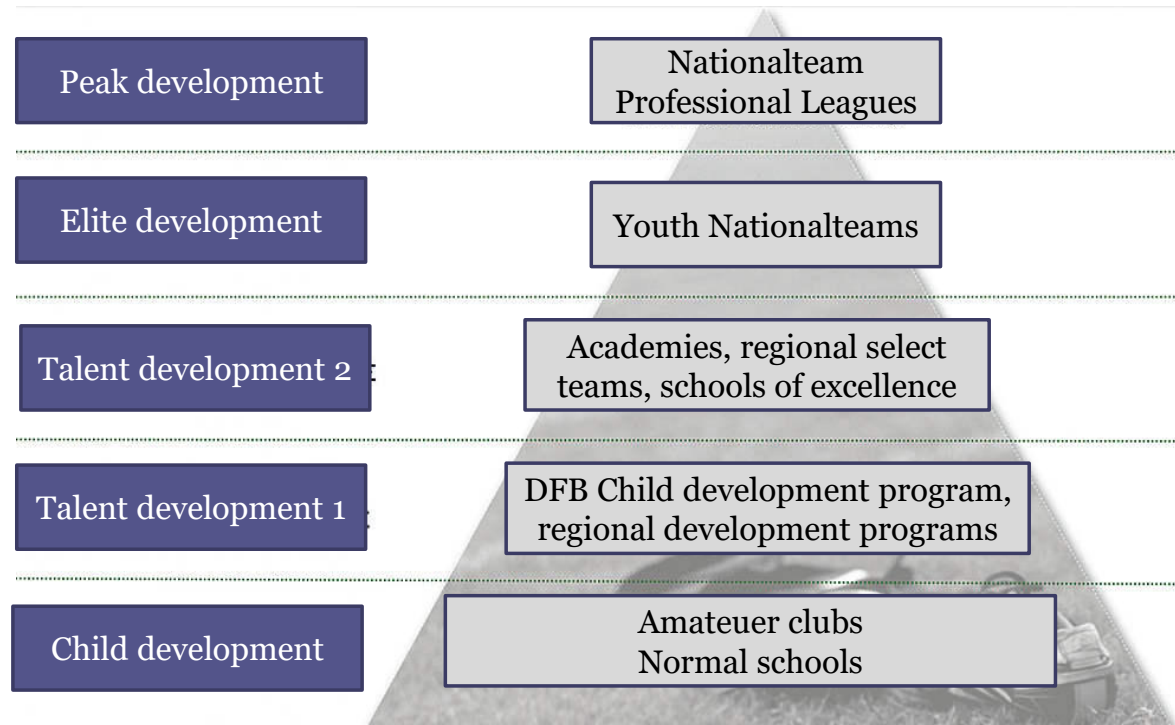
1. German Education in professional youth programs
 - a) DFB/DFL structures
 - b) Leagues
 - c) Academies
 - d) Schools
2. Academies – organisation, administration & programs
 - a) Organisation and structure
 - b) Administration
3. Director Academy
 - a) Job description
 - b) Areas of conflict

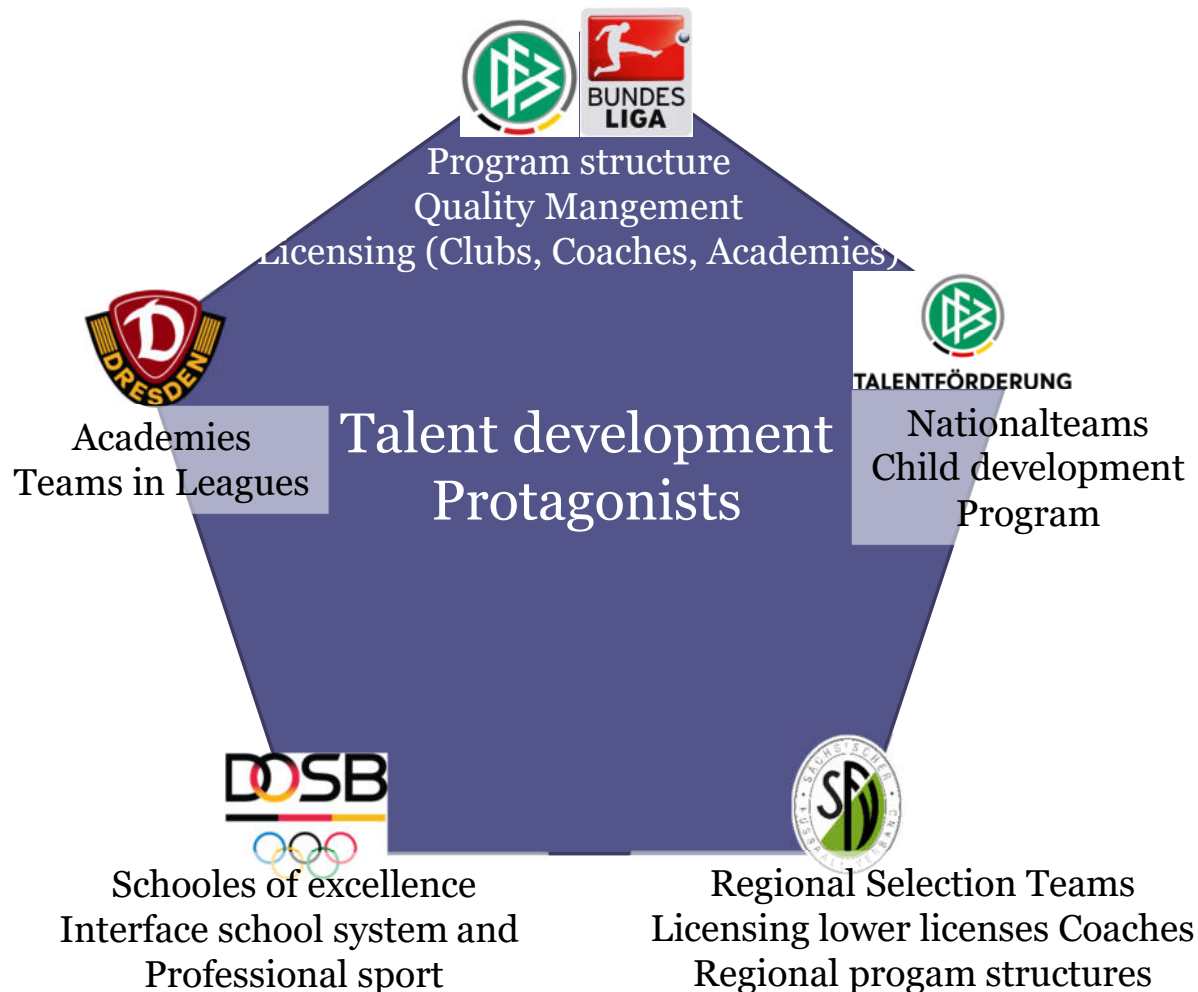
German youth development program

DFB / DFL structures

EDUCATIONAL SYSTEM GERMAN FOOTBALL

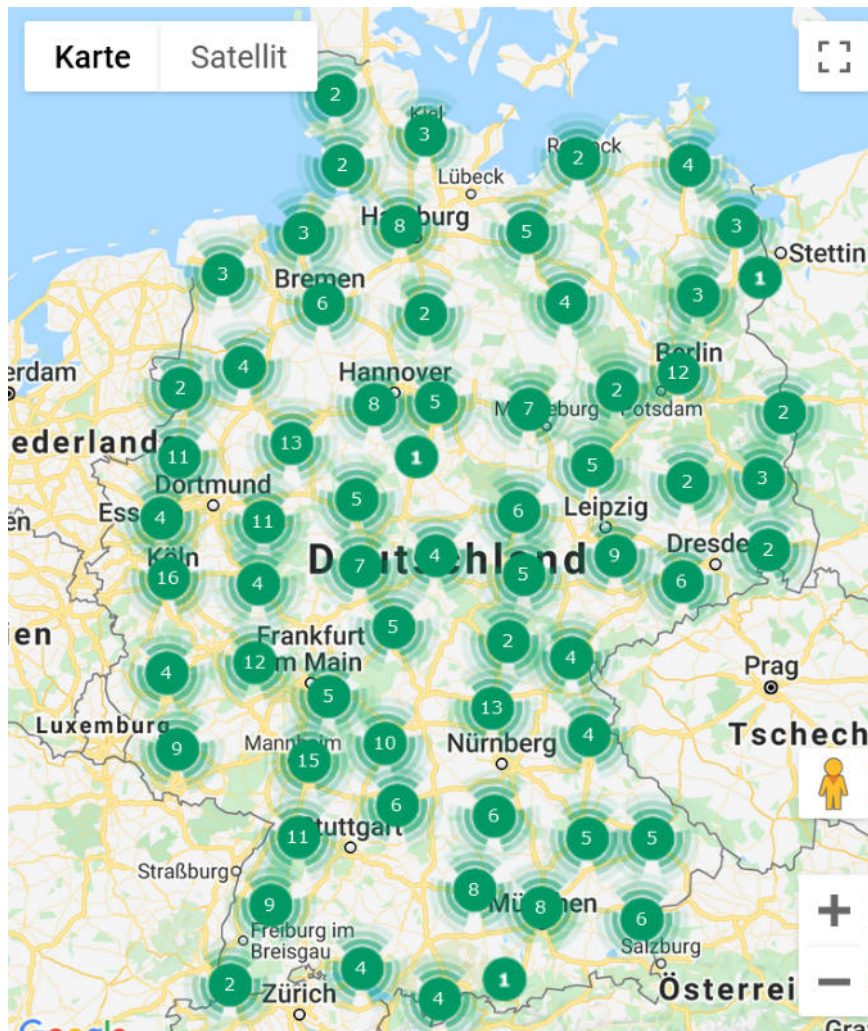
- Pyramid of Success
 - Starting with amateur-level or childrens football
 - Players going through the system step by step
 - The better and older the player, the bigger the area of competition





EDUCATIONAL SYSTEM - PROTAGONISTS

- Associations set the standard and the rules
 - Nationwide: DFB / DFL
 - DFL just for professionals
 - Regional associations for regional clubs
- Discussion: too much protagonists???

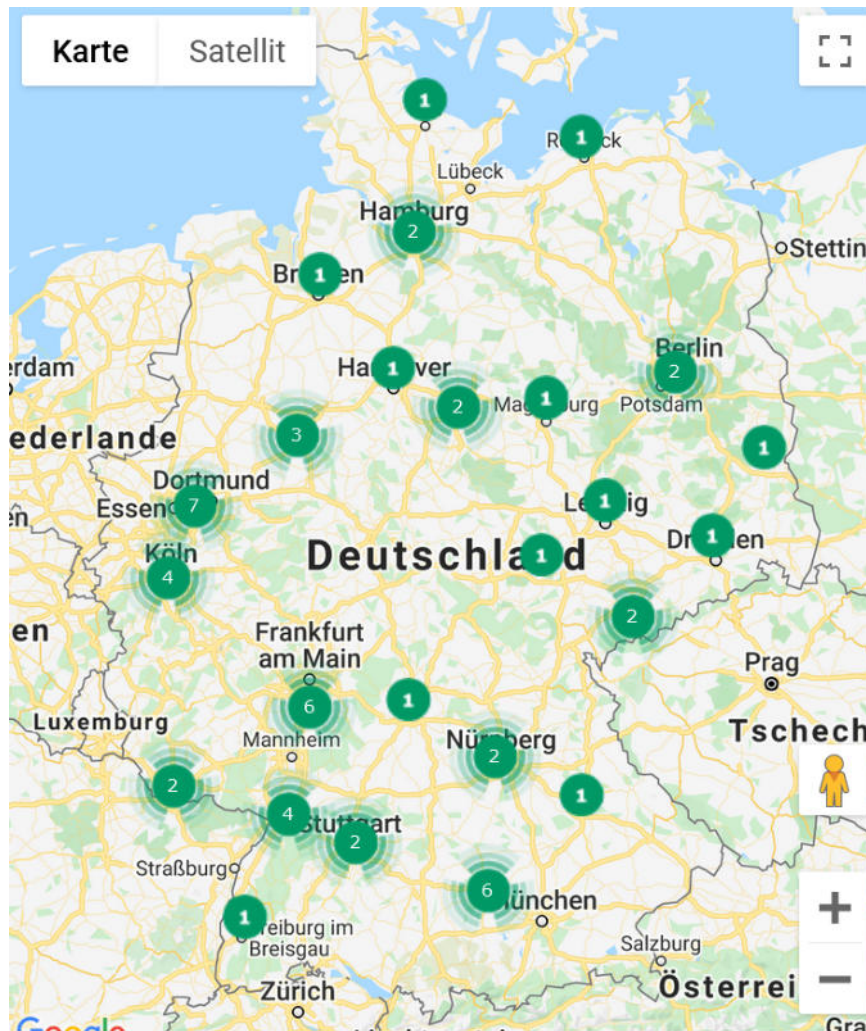


EDUCATIONAL SYSTEM - PROTAGONISTS

- DFB controls nationwide **development centres** (366)
- 1 development coordinator for each region in full-time
- Part-time-jobs for development coaches
- Training 1x a week
- Age-group 10-14 years

German youth development program

Schools of excellence








EDUCATIONAL SYSTEM - PROTAGONISTS

- Schools of Excellence (56)
 - Regional associations are in response
 - Each school in cooperation with at least 1 academy
 - Have to provide:
 - 2-3 Trainings-Sessions /Week
 - Smaller classes
 - Smaller schedules

German youth development program

Leagues

	Herren	U17/U19	U14/U15	U13 lower	
Professional					Nationwide
					
					
Semi-Prof's					Regional
	Oberliga	Oberliga		Regional Cups	
Amateur	Local Leagues	Local Leagues	Local Leagues	Local Leagues	Local

LEAGUE SYSTEM

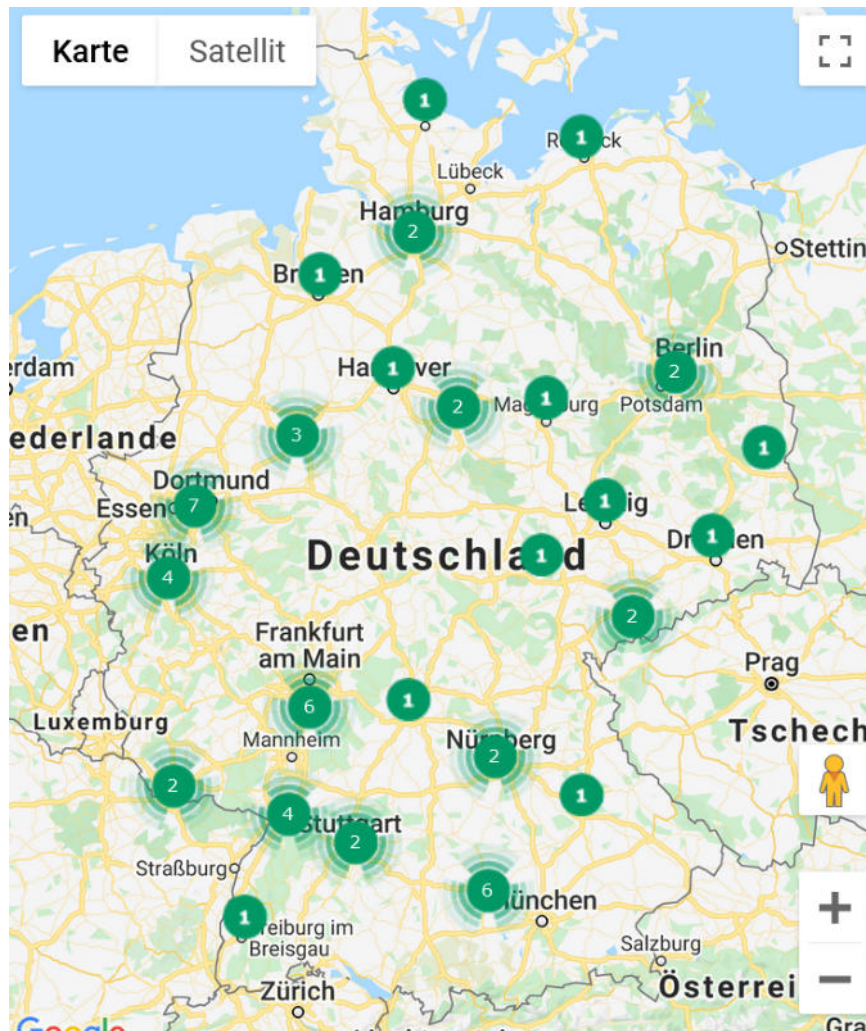
- Orientation in youth football on the professional level
 - U-Bundesliga in regional divisions for shorter trips
 - Regional League similar to mens football Leagues
- Mens professionals and U19 Teams also play German Cup
- At this time: discussion to leave the Junior Bundesliga
 - Isolated League just for Academy teams with no decline

German youth development program

Academies

Academies

Requirements



ACADEMIES - REQUIREMENTS

- Academies must be licensed
 - 3 Quality categories
- Must be certified (later more)
- Only for clubs in the first 4 Leagues
 - Required for clubs of the Bundesliga
 - Optional for clubs of 3rd & 4th League
- Players can be signed beginning U15
 - Transfers cost more due to an agreement between all Academies

ACADEMIES - LICENSING REQUIREMENTS



ACADEMIES - CERTIFICATION - QUALITY MANAGEMENT REQUIREMENTS

Committees & Task forces

Feedback from outside the club

Communication

Public relation of the club

Incentives &
Remuneration

Motivation for excellent work

Innovation &
Latest insights

Finding & working with new trends, evaluation

DEB/DFL



Licensing

Rules of standards for the academies

Individual analysis & evaluation
based on club data

Development from the inside (club)

Education, prevention &
boarding

Holistic support

Educational programs &
Services

Knowledge transfer, networking, interaction

Academies

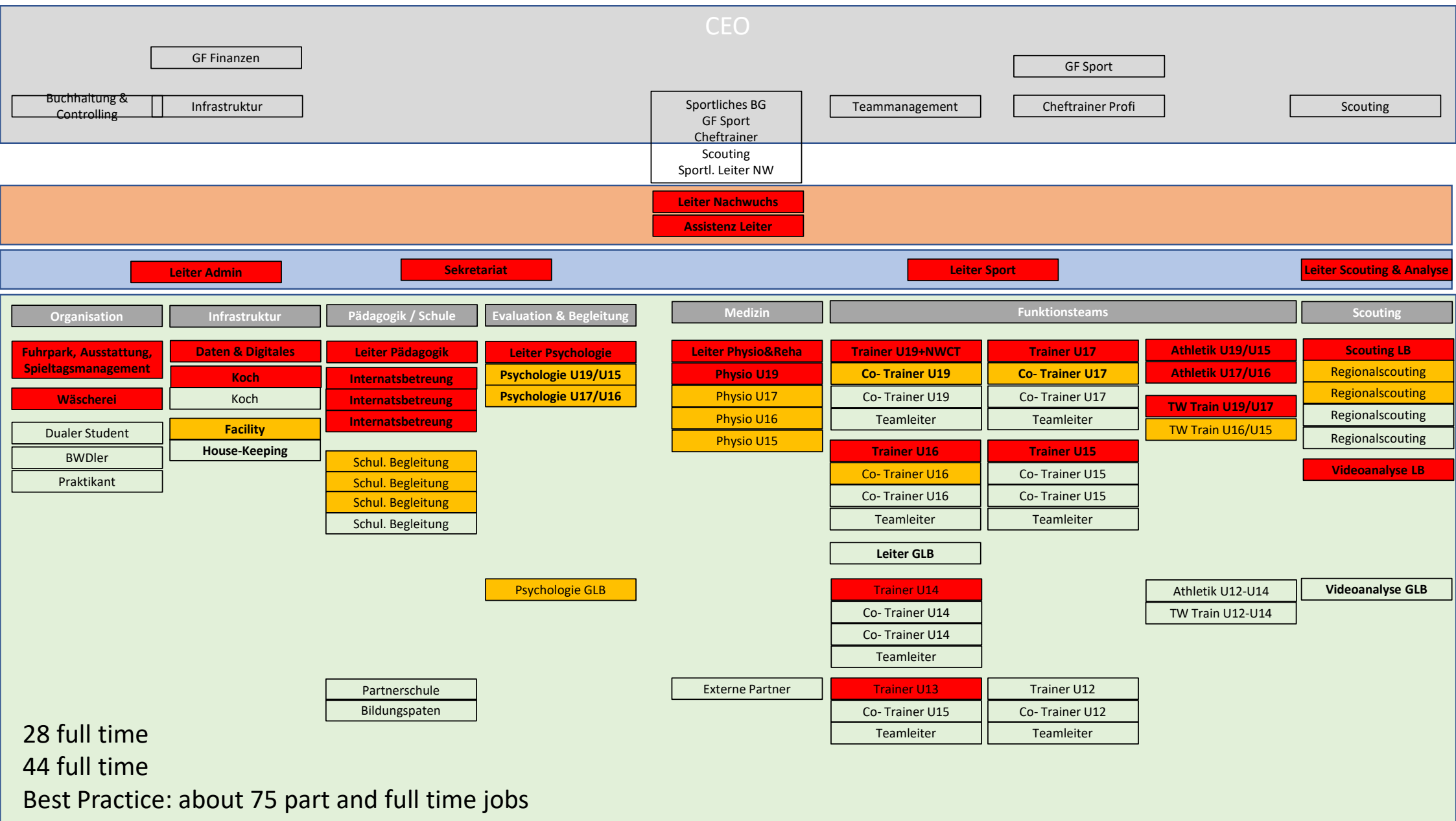
Organisation & Structure

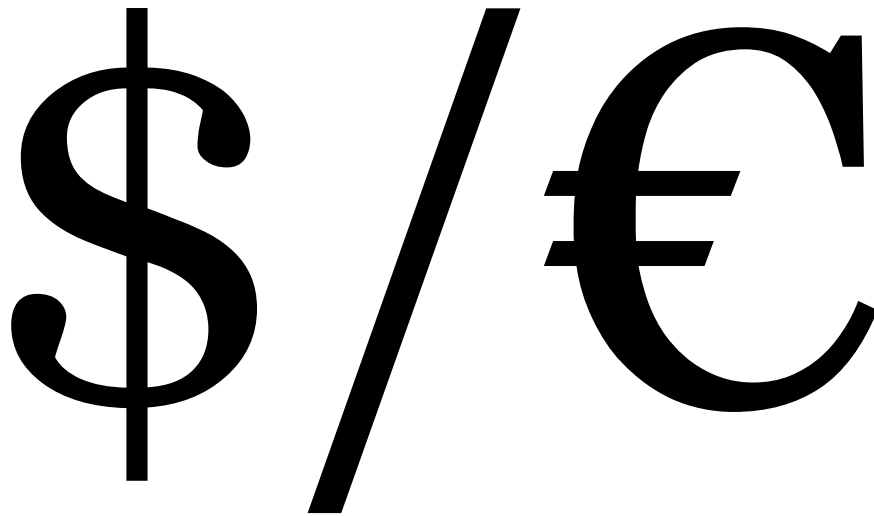
ACADEMIES OF EXCELLENCE

Minimum requirements by License

- 16 full – time jobs
 - 2-3 Directors
 - 8 in Sports (2 with UEFA pro)
 - 5 in support (Organisation, Psychology, Education, Medicine)
- 4 pitches (2 with floodlights, 1 natural gras)
- Athletic area, regeneration area, medical rooms, team rooms, school rooms







ACADEMIES INCOME

- 1st game in U – Team DFB
- Per minutes in matches for players U23 in professional teams
- Evaluation of QM of Academies for 2.Bundesliga and 3. League
- Transfers between Academies
- FIFA regulations – contracting U23 players
- FIFA regulation international transfers

Director Academies

Job Discription



JOB DESCRIPTION - DIRECTOR ACADEMY

- Responsible for 26 full jobs + 34 part time jobs (60)
- Responsible for 180 players (U12 – U23)
- Member of regional educational committee
- Committee of the academies (DFB/DFL)
- Responsible development training area & boarding house
- Representative official in politic and associations
- Responsible for training and educational program combining the academy an regional strategic partners
- Strategical and financial plan including HRM
- Contracts for players and workers
- Squad Plan for each team
- Communication with parents, teachers, agents
- Certification
- Licensing
- Media
- Evaluation

Director Academies

Areas of conflict

ACADEMIES - AREAS OF CONFLICT



For whom do we educate ???

- National team – what about migrational backgrounds?
- 1st Team? – but the many transfers in youth
- The prof coach doesn't see the player
- Other (better clubs) – what for?
- Social responsibility?
- Only about 3% make it to a professional
- Relative age effect vs. actual quality of a player vs. declining

ACADEMIES - AREAS OF CONFLICT



- Philosophy of play
 - Professional coach in average 1,2 years
 - Philosophy of play that does not fit basic education
- Business
 - Agents for youth players beginning with 13 years in parts of the country
 - Contracting players with 15:
Honoring them or necessary



THANK
YOU