



**SPORTS POLICY FACTORS  
LEADING TO INTERNATIONAL  
SPORTING SUCCESS**

# Critical success factors that are measured in the SPLISS project (2.0)

The SPLISS projects uses following the 9 Pillar Model as a framework (De Bosscher et al. 2006) for data collection.

Figure 1: SPLISS-model: theoretical model of 9 pillars of sports policy factors influencing international success (De Bosscher et al., 2006)



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These pillars are operationalised in 96<sup>1</sup> critical success factors (measured by 750 sub factors) in SPLISS 2.0 which are outlined below. Table 1 gives an overview of the number of CSFs in each Pillar.

Table 1: overview of the number of CSFs in the 9 pillars measured in the SPLISS model (adapted from De Bosscher et al., 2015)

	CSF	Sub-factors*
Pillar 1: Financial support	8	9
Pillar 2: Governance, organisation & structure	16	119
Pillar 3: Sports participation	9	31
Pillar 4: Talent identification & development	10 (9)	169
Pillar 5: (Post-)career support	6	122
Pillar 6: Training facilities	7	84
Pillar 7: Coach provision & development	17	100
Pillar 8: (Inter)national competition	6	51
Pillar 9: Scientific research & innovation	10	65
<b>TOTAL</b>	<b>89</b>	<b>750</b>

\* this list is dynamic - these numbers may change after evaluation

<sup>1</sup> Note: in the SPLISS 1.0 project, a comparison of the model in six nations with 126 CSFs were measured (of 144 identified). These were reduced to 96 CSFs measured in SPLISS 2.0 with 15 nations.

Publications: freely available at [www.spliss.net](http://www.spliss.net)

- *SPLISS model: De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S. (2006). A conceptual framework for analysing sports policy factors Leading to international sporting success. European Sport Management Quarterly, 6(2), 185-215.*
- *Critical success factors and results SPLISS 1.0: De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S., Bingham, J. (2009). Explaining international sporting success. An International comparison of elite sport systems and policies in six nations. Sport Management Review, 12, 113-136.*
- *SPLISS methods: De Bosscher, V., Shibli, S., van Bottenburg, M., De Knop, P., & Truyens, J. (2010). Developing a methodology for comparing the elite sport systems and policies of nations: A mixed research methods approach. Journal of Sport Management, 24, 467-600.*
- *Book SPLISS 1.0: De Bosscher, V., Bingham, J., Shibli, S., Van Bottenburg, M., & De Knop, P. (2008). The global Sporting Arms Race. An international comparative study on sports policy factors leading to international sporting success. Aachen: Meyer & Meyer.*
- *Planned Book 2.0: De Bosscher, V., Shibli, S., Westerbeek, H., van Bottenburg, M. (2015). Successful elite sport policies: an international comparison in 15 nations (SPLISS 2.0). Aachen: Meyer & Meyer. (in development)*

## Critical success factors per Pillar

### **PILLAR 1: Financial SUPPORT for sport and elite sport (\*\*)**

	INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS
<b>I. There is sufficient <u>national</u> level financial support for sport</b>	O	A	C	PD
1.1 Total national expenditure on sport (cash terms) (excl. elite sport) national lotteries, central government (overall and per head of population in PPP values) <sup>(-)**</sup>	X			
1.2 <sup>1</sup> Total national government expenditure on sport as a proportion of total national government expenditure <sup>(-)**</sup>	X			
1.3 Increase / decrease in national expenditure on sport during the last 4 years (**)	X			
- Total government expenditure on sport at the regional and local level: provinces and municipalities	X			
<b>II. There is sufficient <u>national</u> level financial support for elite sport</b>	O	A	C	PD
1.4 Total national expenditure on elite sport (cash terms) from national lotteries and central government, Olympic Committee and national coordinated sponsorship in PPP values <sup>(**)</sup>	X			
1.5 National expenditure on elite sport as a proportion of total national expenditure on sport <sup>(**)</sup>	X			
1.6 Increase / decrease in total national elite sport expenditures during the last 4 years (from national lotteries and central government	X			
- Total government expenditure on elite sport, if there are any of major importance, at the regional and local level: provinces, cities and municipalities	X			
- Total national expenditure on elite sport by sponsors	X			
- Total national expenditure on elite sport by the media	X			
<b>III. There is sufficient financial support per sport from national collective sources (i.e. national lotteries, central government and NOC), through National Governing Bodies (NGBs) and/or sport clubs</b>	O	A	C	PD
1.7 Total funding for NGBs, and/or sport clubs, and/or sport programmes for sport development (from national lotteries, central government and NOC (cash terms) <sup>(**)</sup>	X			
1.7B Total funding per sport for NGBs, and/or sport clubs, and/or sport programmes for sport development <u>per head of population</u> <sup>(-)**</sup>	X			
- Average funding for sport per recognized sport: per governing body/or per recognized sport	X			

**IV. There is sufficient financial support from national lotteries/central government and the National Olympic Committee for specific elite sport (disciplines) through National Governing Bodies (NGBs) and / or sport clubs**

	O	A	C	PD
Total funding for NGBs, and/or sport clubs and/or programmes for <u>elite</u> sport purposes				
<b>1.8</b> national lotteries/central government and the National Olympic Committee (cash terms) (**)	X			X
- Average funding from collective sources for <u>elite sport</u> per recognized elite sport (discipline)	X			

**Abbreviations:**

CSF: Critical success factor; O: Overall Sport Policy Inventory, A: Athletes' Survey, C: Coaches' Survey, PD: Performance Director of the NGB. The last four columns detail the research instrument by which the CSF will be measured.

Grey: CSF that mainly need to be measured at other levels than in this research;

\*, \*\*: CSF is significant at the .05/.01 level in one of the measurements; >: when the correlation is >0.3

1.2<sup>1</sup>: suggest to exclude for SPLISS 3.0

**Other relevant information - descriptive**

	O	A	C	PD
<b>Sub-factors</b>				
Overview of the funding streams in sport and elite sport	X			
Distribution of expenditures across each Pillar	X			
Distribution of expenditures across Paralympic sports	X			
Distribution of expenditures across non-Olympic sports	X			
The role of the police, military and universities in the support of elite sport	X			
Distribution of lottery money	X			
Prioritization of sports & strategy towards prioritisation	X			
Distribution of expenditures from national collective sources (that is: lotteries, government) and National Olympic Committee among different sports	X			
The existence and use of PPP (public private partnerships) in elite sport	X			
The possibility of reduced taxes for elite sport	X			
Other sources of income:				
- local level				
- sponsors	X			X
- media/television rights				
- taxation				
Strengths, weaknesses, suggestions for improvement	X			
Changes over the past 12 years (since 2000) and drivers of these changes	X			

**Included in this chapter, not as CSF**

	O	A	C	PD
<b>P2</b> Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level	X			
<b>10</b> There is a national agreement with the media concerning the distribution of television rights and the funding of host broadcasting of international sport events held in the country concerned.	X			
<b>P5</b> Number of athletes supported by police, military, and educational establishments				

**Included in other pillars**

	O	A	C	PD
<b>P2</b> Criteria for funding	X			

**PILLAR 2: The governance, organisation and structure of elite sport**  
**An integrated approach to policy development (\*\*)**

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
		O	A	C	PD	
<b>I. There is strong coordination of all agencies involved in elite sport, with clear task descriptions and no overlap of different tasks</b>						
<b>CSF 2.1</b>	There is national coordination of activities and financial inputs (horizontal) and a clear decision making structure: there is (only) one organisation at the national level that makes the major decisions on elite sport only and that coordinates and records expenditures and activities centrally, so that no overlap takes place (*)	X				
<b>CSF 2.2</b>	There is coordination of financial inputs (vertical direction) and activities: allocation of funding and management of activities in regard to elite sport at regional/district level: if there is any significant financial input of this type it is recorded and coordinated nationally	X				
<b>CSF 2.3</b>	Elite sport is recognised as a valuable component of a politician's portfolio of responsibilities <sup>(2)</sup>	X				
<b>II. There is (evidence of) long-term planning for elite sport development with the commitment of subsidies for elite sport</b>						
<b>CSF 2.4</b>	The NSA has developed long-term policy plans specifically for elite sport that are communicated in public, regularly evaluated and and that supported with financial resourcing (at least on a 4-8 year period) <sup>(2)</sup>	X				
<b>CSF 2.5</b>	Long-term policy plans are developed in NGBs (for (at least) a four-year cycle) and are required in order to receive funding	X			X	
<b>III. The NSA supports the elite sport development process of NGBs</b>						
<b>CSF2.6</b>	Funding criteria are objective and transparent and there is a formal objective measurement instrument to evaluate the NGBs, undertaken by an independent organisation (*)	X				
<b>CSF2.7</b>	Full-time management staff in the NSA is responsible for the specific purpose of the development and support of elite coaches, elite athletes, NGBs and other areas such as sport science, marketing and communication (**)	X				
<b>CSF2.8</b>	NGBs receive information, support services (other than financial) on different aspects of elite sport development from high expertise consultants <sup>(2)</sup>	X			X	
<b>IV. Athletes, coaches and other important key stakeholders are involved in the policy development</b>						
<b>CSF2.9</b>	Policy is regularly evaluated with athletes, coaches, performance directors who are formally invited to be involved in the evaluation process PRIOR and AFTER policy takes place (*)	X	X	X	X	
<b>CSF2.10</b>	Athletes and coaches are represented within National Governing Bodies	X	X	X	X	
<b>CSF2.11</b>	Athletes and coaches are represented in the decision making process of the NSA and are consulted about their specific needs (*)	X	X	X		
<b>V. Effective communication and punctual decision-making structure through all levels of sport agencies</b>						
<b>CSF2.12</b>	The board of NGBs is composed of professionals who make decisions on elite sport <sup>(2)</sup>	X			X	
<b>CSF2.13</b>	The NSA has a board that is composed of professionals who make decisions on elite sport, with relatively small management committees so that quick decisions can be made <sup>(2)</sup>	X				
<b>CSF2.14</b>	Athletes and coaches and performance directors are well informed about national policies, support services and other aspects		X	X	X	
<b>VI. There is a structured cooperation and communication strategy with commercial partners, international partners and the general public</b>						
<b>CSF2.15</b>	There is a structured cooperation and communication strategy with the media and sponsors	X				
<b>CSF2.15b</b>	There is a national legitimisation strategy, for public acceptance of elite sports in the country and the social recognition of elite sport	X				
<b>CSF2.15c</b>	There exist structured international partnerships in regard to the training of athletes and the use of facilities on a regular basis	X				
<b>VII. Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level</b>						
-	Number of NGBs that are funded for elite sport purposes (question is asked in pillar 1)	X			X	P1
<b>CSF2.16</b>	Resources are targeted at relatively few sports through identifying those that have a real chance of success at world level (see pillar 1) <sup>(2)</sup>	X				P1

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Grey: CSF that mainly need to be measured at other levels than in this research/are measured in other pillars; (\*); (\*\*) CSF is significant at the .05/.01 level in one of the measurements; ( > ) when the correlation is >0.3

<sup>1</sup>: suggest to exclude for SPLISS 3.0

Included in this chapter, not as CSF	O	A	C	PD	
Structure of elite sport	X				P1
Role of cities in elite sport policies	X				
The decision making process in (national) elite sport policies	X				
Name and title of the current minister for sport	X				
Level of political involvement in elite sport policies	X				
Possible relationship between politics and elite sport policies	X				
System of funding and recognition of NGBs; staff (professional) competencies within NGBs	X				
The criteria for NGBs to be eligible for elite sport funding	X				
Role of the board at national level and in NGBs	X				
Number of staff working in regard to elite sport in the NSA	X				
Organogram and structure of the NSA	X				
Strengths, weaknesses, suggestions for improvement	X				
Changes over the past 10 years	X				

### PILLAR 3: sport participation

	INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<i>Children have opportunities to participate in sport at school, during physical education (PE) or extra curricular activities</i>	O	A	C	PD	
<b>CSF3.1</b> There is a sufficiently high weekly average amount of time for PE at school (in minutes per week, at least 100 min)	X				P8
<b>CSF 3.2</b> Physical education lessons are delivered by a certified PE teacher in all grades <sup>(-)</sup>	X				
<b>CSF 3.3</b> There are regular extra-curricular (extra mural) school sport competitions at school (at least 2 times/month) and there is an organisation/staff responsible for regular organisation and coordination of extra-curricular school sport competitions	X				
<b>CSF3.4</b> School is finished early so that children get opportunities to sport during the day (or sport after school is included in the school curriculum) <sup>(-)</sup>	X				
<i>There is a high general sport participation rate</i>	O	A	C	PD	
<b>CSF3.5</b> There is a high percentage of people who participate in sport (on a non-organised or organised basis). <sup>(&gt;)</sup>	X				P4
<b>CSF3.6</b> There is a high number of (registered) sports club members (=participation on an organised basis) (overall and per inhabitant)	X				
<b>CSF3.7</b> There is a high number of people that participates in sport competition	X				
<i>There is a national policy towards promoting the implementation of the principles of (total) quality management in sports clubs, at the level of mass participation and talent development.</i>	O	A	C	PD	
<b>CSF3.8</b> There is a national policy (including funding) implemented by the government and/or NOC, NSA towards the improvement of quality in sport clubs.	X				P4
<b>CSF3.9</b> There is a national policy and funding towards improving the quality of talent development in sport clubs.	X				P4

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<sup>1</sup>: suggest to exclude for SPLISS 3.0

<i>Other relevant information on Pillar 3- descriptive</i>		O	A	C	PD
	Extra curricular school sport included in the job of a PE teacher	X			
	Children are able to participate in a multidisciplinary sports programme, focusing on fun and enjoyment at a young age and (too) early specialisation is reduced to a minimum				P4
	Relation between sport for all and elite sport				X
	Inspirational function of elite sport		X	X	
	General information on projects that mark the development of sport for all in the country	X			
	Strengths, weaknesses, suggestions for improvement	X			
	Changes over the past 12 years and drivers of these changes	X			

## PILLAR 4: Talent identification and development (->)

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<b>I. There is an effective system and planning for the identification of young talented athletes, so that the maximum number of potential top level athletes are reached at the right time (age)</b>		O	A	C	PD	
CSF 4.1	There is a systematic talent selection process to identify potential elite athletes from outside a sport's participant base or by talent transfer.	X				
CSF 4.2	NGBs can receive sport specific support and funding to develop a monitoring/testing system (tests for the recognition of young talents) with clear criteria for the identification of young talents in each sport (->)	X			X	P9
CSF 4.3	There is comprehensive planning for talent identification: NGBs are encouraged to have (and have) detailed long-term policy plans describing how talents in their sport are recognised, identified and selected, that is informed and covered by scientific research (-*)	X			X	P2
<b>II. TD planning: There is nationally coordinated planning for/of NGBs in order to develop an effective system for the development of young talents in their sports</b>		O	A	C	PD	
CSF 4.4	NGBs and / or sports clubs can receive funding specifically for talent development and receive information, knowledge and support services (other than financial) in order to develop their talent development programmes.	X				P1
CSF 4.5	NGBs have a coordinated long-term and short-term planning for talent development (how talents in their sport are developed from club level to regional level to national level in order to receive funding), that is covered by scientific research (->)	X	X	X	X	P2
<b>III. Young talents receive multidimensional support services appropriate to their age and level that are needed to develop them as young athletes at the highest level</b>		O	A	C	PD	
CSF 4.6	Young talents receive age/level appropriate multidimensional support services at different levels, including training and competition support, medical/paramedical support and lifestyle support	X	X	X	X	P7 /8
<b>IV. Young talents receive nationally coordinated support for the combination of sports development and academic study during secondary education (12-16 / 18 years) and higher education level (university/college) (and where relevant primary education (eg. for early specialisation sports where such a system is required))</b>		O	A	C	PD	
CSF 4.7	There is a legal framework (whereby young talents have their elite sport status recognised contractually by the sports and education ministries), a nationally coordinated system and governments/NSA recognise the cost involved with elite sport and study – in secondary/primary education (->)	X				
CSF 4.8	Young talents receive nationally coordinated support for the combination of sports development and academic study during secondary education (12-16 / 18 years) and where relevant primary education (for early specialisation sports where such a system is required)	X	X		X	
CSF 4.9	There is a nationally coordinated system that facilitates the combination of elite sport and academic studies in higher education and governments/NSA recognise the cost involved with it (->)	X	X			P2
<b>V. Young talents receive nationally coordinated support for the combination of sports development and army training/services</b>		O	A	C	PD	
CSF 4.10	(only if army services are compulsory in the country) There is a nationally coordinated system that facilitates the combination of elite sport and army training/services for young talents	X	X	X	X	

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<sup>1</sup>: suggest to exclude for SPLISS 3.0

Other relevant descriptive information on Pillar 4 (interesting but not included as CSF)		O	A	C	PD
	Draw the talent pyramid that is generally used in most sports, showing the number of potential young talents at each level and age	X			
	Elite sport and study systems: sports involved; coordinating organisations; number of elite sport schools and their organisation; accessibility for elite athletes only or for regular students as well; funding for the system; centralised or decentralised; who provides sport technical support and other support services in this system; individualised; other systems with regard to elite sport and flexible approaches for studying. Other systems	X			
	Strengths, weaknesses, suggestions for improvement	X			
	Changes over the past 12 years and drivers for these changes	X			
Included in other pillars		O	A	C	PD
<b>Pillar 3</b>	School is finished early so that children get opportunities to sport during the day (or sport after school is included in the school curriculum)	X			

## PILLAR 5: Athletic career and post career support (\*\*)

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
I. The individual living circumstances of athletes are sufficient so that they can concentrate on their sport full time		O	A	C	PD	
<b>CSF 5.1</b>	Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient (*)		X			P1
<b>CSF 5.2</b>	Elite sport is a full time primary activity for elite athletes and employers are supportive towards athletes' careers		X			
<b>CSF 5.3</b>	Athletes can receive financial support that allows them to dedicate themselves sufficiently to their sport (sustain a living whilst preparing for and competing in elite sport)	X	X			P1
II. There is a coordinated support programme for elite athletes		O	A	C	PD	
<b>CSF 5.4</b>	There is a coordinated support programme for elite athletes (apart from financial support) including career coaching, legal advice, media training, coaching support (specialist coaches), training and competition support (training facilities, training camps), sports science support (strength & conditioning, nutrition, mental coaching), sports medicine support (medical specialists, physiotherapists, etc) and specific junior-senior transition support (>)	X	X		X	
<b>CSF 5.5</b>	Specific personnel are appointed to guide and help elite athletes during their career (>)	X				P2
III. Athletes can receive post career support and are adequately prepared for life after their sports career		O	A	C	PD	
<b>CSF 5.6</b>	Government / national sports bodies offer a post career support programme to prepare and assist athletes for life after sports, such as: financial support (in the early stages) after their sports career, study support (for athletes who want to start studying or to finish their studies), job offers, advice and personal assistance (in the early stages) to find a suitable job after their sports career, lifestyle coaching, prepare for job applications, psychological support (>)	X	X			

CSF that are important to acknowledge and consider but have not been measured (because it is not organised at a national level, but by each NGB separately; it is however interesting to see how some countries do organise this at a national level)

- There is a coordinated support programme to support the transition from junior to senior athlete
- There is a standardised definition across all sports to define which athletes are eligible for support and perhaps direct funding
- The NSA has created specific partnerships (recruitment agency, employment agency, ...) to guide and help athletes during and after their career



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<sup>1</sup>: suggest to exclude for SPLISS 3.0

**Other relevant descriptive information on pillar 5 (interesting but not included as CSFs)**

- The number of world top 16-20 athletes
- The number of world top eight athletes and top three
- The number of athletes that can train in their sport full time
- Rewards for athletes and expected return of athletes ( and what athletes are expected to do in return (social and business responsibility)
- Hours spent on elite sport activities
- Initiatives to attract retired athletes to be employed in the sports sector (so that their experience is used in practice)
- Strengths, weaknesses, suggestions for improvement
- Changes over the past 12 years and drivers of these changes

**PILLAR 6: Training facilities (\*\*)**

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<b>Nationally coordinated planning: sport facilities and elite sport facilities throughout the country are recorded and the needs of athletes and coaches are known and clearly mapped out</b>		O	A	C	PD	
CSF 6.1	There is a database available of sport for all and elite sport facilities and their characteristics in the country and this database is frequently updated	X				P2
CSF 6.2	There is an inventory of the needs of elite athletes and coaches with regard to trainings facilities and travelling times of elite athletes and coaches	X				P2
CSF 6.3	Time spent on travelling for athletes and coaches is kept to a minimum (>)		X	X		
<b>There is a network of high quality national / regional elite sports centre(s) / facilities, where athletes can train in appropriate conditions at any time of day</b>		O	A	C	PD	
CSF 6.4	Athletes can train in high quality sport facilities (t any moment of the day) that are either exclusively for, or with prioritised use for elite sports		X	X	X	
CSF 6.5	There is a high quality national elite sport centre(s) including: an administrative headquarters; hotel facilities / overnight accommodation; available sports medics, sports scientists; a close link with universities and the education of younger athletes (**)	X	X			
CSF 6.6	There is a network of high quality regional elite sports facilities, including: an administrative headquarters; overnight accommodation; a close link with sports medics; a close link with sports scientists / cooperation with universities; and a close link with the education of younger athletes; and athletes can get priority access in certain regular sports facilities at any moment of the day (>>)		X			
CSF 6.7	Athletes can have fulltime access to high level training facilities	X				

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<sup>1</sup>: suggest to exclude for SPLISS 3.0

**Other relevant descriptive information on pillar 6 (interesting but not included as CSFs)**

- Number and profile of athletes training in elite sport centre
- Centralisation and decentralisation
- Public private cooperation
- Strengths, weaknesses, suggestions for improvement
- Changes over the past 12 years and drivers of these changes

## PILLAR 7: Coach provision and coach development (\*\*; \*)

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<b>There is a sufficient number of well trained and experienced elite coaches in the country</b>		O	A	C	PD	
CSF 7.1	<i>There is a database of coaches and elite coaches that is updated yearly, and contains details of qualifications and the date qualifications were achieved <sup>(&gt;)</sup></i>	X				
CSF 7.2	<i>There is a sufficient number of high quality elite coaches; coaches have undertaken training or other refresher training specifically in elite sport; and / or training at international level</i>	X		X	X	
CSF 7.3	<i>Coaches have experience at the elite level in their own career as an athlete <sup>(&gt;)</sup></i>			X		
CSF 7.4	<i>There is a strategy by the NSA to attract the world's best coaches and external experts to train elite athletes and to improve the expertise of domestic coaches working at elite level</i>	X				
<b>Coaches get sufficient opportunities to develop their coaching career to become a world class elite coach</b>		O	A	C	PD	
CSF 7.5	<i>There is a nationally coordinating agency (often within the NSA) responsible for (elite) coaches' education that aligns with the different levels of NGB courses and facilitates NGBs in the organisation of coach development and defines coaching profiles.</i>	X				
CSF 7.6	<i>Athletes are satisfied on the level and expertise of their coaches during talent development and as an elite athlete</i>		X			
CSF 7.7	<i>There is a well-developed coach education system from the lowest level to the highest level (education of elite coaches) <sup>(&gt;)</sup></i>	X		X	X	
CSF 7.8	<i>There are several services (such as regular refresher courses, information exchange opportunities) and resources supporting the continuous professional development of coaches <sup>(*)</sup></i>			X	X	
CSF 7.9	<i>Coaches can receive specialist advice from other areas to help them improve the standard of their athletes (psychology, nutrition, physiology, biomechanics, data analysis) <sup>(&gt;)</sup></i>	X				
CSF 7.10	<i>Elite coaches are able to communicate and discuss their personal development as elite coaches and the development of elite athletes with other elite coaches (non-sport specific) <sup>(**)</sup></i>	X		X	X	
<b>Coaches individual living circumstances are sufficient for them to become professional coaches</b>		O	A	C	PD	
CSF 7.11	<i>Coaches' general monthly income (total gross annual income) plus income from their sport activities is sufficiently high to provide a good standard of living <sup>(**)</sup></i>			X		
CSF 7.12	<i>Elite sport coaching is –or can be- a full time primary activity for the best elite coaches. There is a coordinated support programme for coaches that allows them to dedicate themselves sufficiently to their sport, and to spend sufficient time with their elite athletes and emerging young talents <sup>(*)</sup></i>	X		X		
CSF 7.13	<i>Employers are supportive by taking into account the training needs of elite coaches <sup>(&gt;)</sup></i>			X		
<b>The status of coaches: the job of coaches is recognised as valuable throughout the country</b>		O	A	C	PD	
CSF 7.14	<i>The job of a coach is recognised in the country and the career prospects are high <sup>(&gt;)</sup></i>			X		
CSF 7.15	<i>Coaches have a written work contract for training activities; the job of a coach is contractually protected <sup>(&gt;)</sup></i>	X		X		
CSF 7.16	<i>There is a trade union and legal status for sports coaches and trainers <sup>(**)</sup></i>	X				
CSF 7.17	<i>A coaching qualification is mandatory to work in sport clubs and with young talents <sup>(&gt;)</sup></i>	X				P3

### Abbreviations:

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Grey: CSF that mainly need to be measured at other levels than in this research/are measured in other pillars;

(\*); (\*\*) CSF is significant at the .05/.01 level in one of the measurements; (>) when the correlation is >0.3

<sup>1</sup>: suggest to exclude for SPLISS 3.0

<b>Other relevant information - descriptive</b>		O	A	C	PD
<i>Talent identification of young potential coaches</i>					
<i>Strengths, weaknesses, suggestions for improvement</i>				X	
<i>Changes over the past 12 years and drivers of these changes</i>				X	

## PILLAR 8: (inter)national competition (\*\*;)

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<i>There is nationally coordinated planning to increase the number of international events that are organised in the country in a wide range of sports</i>		O	A	C	PD	
<b>CSF 8.1</b>	There is a national coordination and long-term planning of event organisation and funding (*); (-<sup>1</sup>)	X				P2
<b>CSF 8.2</b>	NGBs and cities/municipalities or others can receive funding for the bidding for, and the staging of, major international sports events and are provided with assistance and advice on the organisation of major international sports events (>)	X				P1,2
<i>There is a high number of international events that have been organised in the country</i>		O	A	C	PD	
<b>CSF 8.3</b>	There is a high number of international events that have been organised in the country over the past four years in a (wide) range of sports for junior and senior athletes (*)	X	X	X	X	
<i>Athletes can participate sufficiently in international (high level) events</i>		O	A	C	PD	
<b>CSF 8.4</b>	There are sufficient opportunities for young talents and elite athletes to participate in international competitions		X	X	X	
<b>CSF 8.5</b>	Young talents, athletes and coaches can receive reimbursement of their costs for participating in international competitions (>)		X	X	X	P1
<i>The national competition has relatively high standard compared with the international standards</i>		O	A	C	PD	
<b>CSF 8.6</b>	The national competition structure in each sport provides a competitive environment at an international top level at each age		X	X	X	

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<sup>1</sup>: suggest to exclude for SPLISS 3.0

<i>General additional information</i>		O	A	C	PD	
Financial contribution by national broadcasters to support the bidding, hosting and organising of major sport events		X				
Cooperation between NSA or national coordinating organisation and commercial partners for the organisation of international high performance sports events		X				
Strengths, weaknesses, suggestions for improvement		X				
Changes over the past 12 years and drivers of these changes		X				

## PILLAR 9: Scientific research and innovation (\*;\*)

		INVENTORY	ATHLETES	COACHES	PERFORMANCE DIRECTORS	(overlap)
<i>I. There is sufficient support for scientific research and innovation and sport science is provided at each level of elite sport development</i>		O	A	C	PD	
<b>CSF 9.1.</b>	There is (sufficient) financial support with specific subsidies for sport science support, scientific research and innovation in elite sport (>)	X				P1
<b>CSF 9.2</b>	There is sufficient and high level scientific research in the area of elite sport in the country that is applicable to the needs of coaches and performance directors			X	X	
<b>CSF 9.3</b>	Different areas of elite athlete development are supported by applied scientific research and innovation projects and there are 'field laboratories' and/or embedded scientists that in situ develop, test and/or apply new technologies in cooperation with coaches and athletes at elite	X				

sport training centres

II. Coordination and dissemination of scientific information and innovative research		O	A	C	PD	
CSF 9.4	There is a national research centre and/or responsibility within the NSA that conducts applied elite sport research, coordinates research activities on elite sport nationally (**)	X		X	X	All
CSF 9.5	There is a specific responsibility within the NGB for developing, coordinating and disseminating innovative research projects in elite sport (>)				X	
CSF 9.6	There is a national research network and scientific support is provided in strong cooperation with universities and (sport) research centres (*)	X				
CSF9.7	There is a database of regularly updated scientific research that can be consulted by coaches and NGBs (>)	X				
CSF 9.8	There is a network to communicate and disseminate scientific information to the NGBs, clubs, elite athletes and coaches. Coaches receive scientific information from NGBs and other organisations(*)	X	X	X		
CSF 9.9	Coaches (can) make use of sufficient sport scientific information on elite sport, with regard to their sport			X		
CSF 9.10	Scientific research is embedded in coaches' education and coaches are taught how to deal with scientific research as part of their coaching and how to search for scientific information	X		X	X	

Abbreviations:

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<sup>1</sup>: suggest to exclude for SPLISS 3.0

General additional information	O	A	C	PD	
Strengths, weaknesses, suggestions for improvement	X				
Changes over the past 12 years and drivers of these changes	X				