



Demanded competencies of specialists in human resource development in physical culture and sports organizations

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Abstract

Objective of the study is to analyze the demand for specialists with various qualifications in order to improve the effectiveness of organizations in the field of physical culture and sport in the Russian Federation.

Methods and structure of the study. In 2024, the Saint-Petersburg Scientific-Research Institute for Physical Culture (SPbSRIFPC) conducted an online survey of specialists from state and municipal physical culture and sports organizations located in 82 constituent entities of the Russian Federation (n=2059) using specialized software.

Results and conclusions. The article presents the priorities identified during the study regarding the demand for various groups of specialist competencies, and also examines the demand for specific competencies within the most significant groups. According to the survey results, the most sought-after competencies for the development of the human resources potential of organizations in the three-year perspective are the groups of competencies related to the organization and conduct of physical education and sports events, legal support for physical education and sports, IT technologies and digitalization processes in sport, as well as financial and economic planning.

Keywords: *competence, human resources, physical culture and sports, demand for specialists.*

Introduction. According to the provisions of the Strategy for the Development of Physical Culture and Sport in the Russian Federation until 2030, approved by Decree of the Government of the Russian Federation No. 3081-r of 24 November 2020, by 2030, the physical culture and sport sector is expected to employ 649,000 full-time staff. One of the key objectives of the Strategy and related policy documents is to increase the proportion of citizens who regularly engage in physical culture and sports, which implies achieving the following targets: up to 90% among children and young people, up to 70% among middle-aged people, and up to 45% among older citizens [1].

The projected expansion of physical activity coverage among the population is to be achieved by increasing the number of new facilities for physical education and sports, as well as by modernizing the infrastructure of existing organizations of various organizational and legal forms. Another area of work to

engage the population is the development of sports clubs and facilities in places of residence, professional activity or educational institutions.

An essential component of achieving the planned indicators of population involvement in physical education and sports is the training of specialists who can effectively address issues related to the organization, methodological support and management of newly created or modernized physical culture and sports organizations, as well as adapting the activities of organizations to current socio-economic conditions.

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tencies that are considered particularly important in the activities of various types of physical culture and sports organizations, in 2024, SPbSRIFPC staff conducted a survey using a questionnaire. During the survey, an analysis was conducted of the demand for various groups of specialist competencies over the next three years.

Particular attention was paid to the groups of competencies that proved to be the most significant, with further detailing by areas within these groups. In order to identify the maximum diversity of knowledge, skills and abilities relevant to the organization, survey participants were asked to select from a list all the competencies (one or more) in which their organization is interested in the three-year perspective.

A total of 2,059 representatives of physical culture and sports organizations from various regions of the Russian Federation, in the positions of managers or human resources staff, took part in the survey. This survey was part of a comprehensive monitoring study on the demand for specialists in the field of physical culture and sports, conducted by SPbSRIFPC since 2019. [2]. The research procedure was carried out using special software and a web service developed by SPbSRIFPC for the collection, processing and analysis of questionnaire data.

Results of the study and discussion. Based on the distribution of respondents' answers, groups of competencies were identified that the survey participants noted as the most in demand (more than 30% of mentions). According to the survey, the most significant group of competencies for specialists in physical culture and sports organizations was 'Organization and conduct of physical culture and sports events', with 58.7% noting this group as in demand in the next three years. Similar levels of demand (around 30% of mentions) were noted in the competency groups 'Legal support for physical culture and sports' (31.3%), 'Digitalization (IT technologies) in sport' (30.9%) and 'Financial and economic planning in physical culture and sport' (30.1%).

Less in-demand competency groups included areas such as 'Professional qualities of a leader' (18.7%), 'Strategic and project management' (13.8%), 'Anti-doping activities' (12.6%), 'PR and marketing in physical culture and sport' (11.4%), 'Management' (10.2%) and 'HR consulting' (4.5%). The survey participants named competencies in the field of international activities in sport (2.6%) as the least in demand in the three-year perspective.

The figure 1 shows the distribution of demand for competencies based on the number of survey participants who marked them as relevant (data in % of the total number of respondents' answers; each respondent could mark one or more competencies).

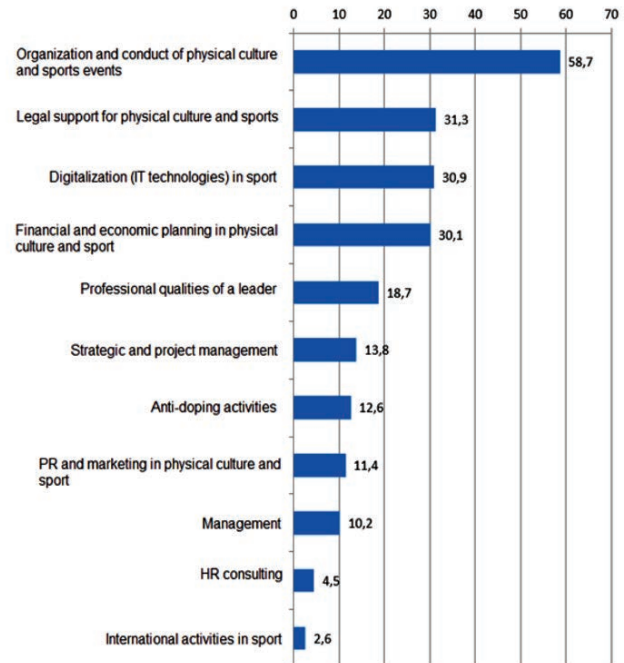


Fig. 1. Demand for various groups of competencies in physical culture and sports organizations (%)

To obtain more detailed data, an analysis of the demand for competencies was conducted within the areas most significant for organizations. Within the most sought-after area, 'Organization and conduct of physical education and sports events,' the most significant competencies were identified as the organization of physical education events, training sessions, camps, and competitions (42.6%), planning the activities of physical education and sports organizations and training athletes (34.3%), and organizing methodological work in the field of physical education and sports (26.3%). Less important, but also significant in this area, were material and technical support (22.6%), the introduction of modern technologies (22.4%), ensuring the safety of events (19.9%) and coordinating the work of coaches (18.9%). The least in demand, according to the survey participants, was the organization of sports selection (12.1%).

Within the area of 'Legal support for physical culture and sport,' the most important areas were legislation in the field of event safety (19.9%), regulation of labor relations (19.9%) and document flow in the field



of physical culture and sport (18.6%). Less popular areas were those related to personal data protection legislation (18.2%), the contract procurement system for state needs (17.1%), and sanitary and epidemiological requirements (12.5%).

Within the area of financial and economic planning, the leading areas are planning, budgeting and financing of organizations' activities (27.6%), financial, accounting and statistical accounting (15.1%), and development of business models using business modelling tools (7.1%).

In assessing competencies within the promising area of digitalization and IT technology in sport, survey participants noted the importance of modern digital technologies for collecting and analyzing competition data (20.9%), digital technologies for collecting data on the condition of athletes (17.6%) and the possibilities of applying artificial intelligence (15.8%). Competencies such as digital means of communication (11.7%) and interaction with state information systems (8.3%) were noted as less important.

Conclusions. Thus, according to the survey data, there is a trend towards high demand for knowledge and skills in areas related to solving current organizational tasks, conducting events, legal regulation and financial planning. The priority is on competencies related to the organization and conduct of physical education and sports events, and the ability to effectively organize both competitive and training processes.

The second most important area is legal support, especially with regard to event safety and labor relations.

Digital technologies and their potential applications for data processing and analysis, improving the

effectiveness of competitive activities, and developing new organizational opportunities through the use of digital technologies are also quite significant.

The development of professional competencies in the field of financial management also occupies an important place in the strategic management of sports organizations, primarily issues related to the effective allocation of resources, current financial support, effective budgeting, accounting and statistical accounting.

The areas identified by participants as less in demand – professional qualities of managers, strategic and project management, anti-doping activities, etc. – suggest that the development of these groups of competencies and their importance for organizations increases as a result of the need to solve specific tasks, and may be higher for individual organizations, target groups or areas of activity.

References

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