

MANAGERS AND HUMAN RESOURCE MANAGEMENT IN FOOTBALL

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Abstract:

The abstract will not exceed 100 words. It will mention the aim of the paper, research goals and expected results. The management of human resources is a component of the general management of an entity and has become, in the last decades, an area in continuous expansion in what concerns theoretical, methodological and applicative research, this being one of the direct consequences of evolution in the management practice and thought. The scientific approach in this paper is based on the conviction that success, performance and competitiveness of a football club and of other entities depend largely on the quality of the employees. Employees are a key to the success of any business, they are the difference between the use of human resources and the provision of competitive services. This is why I would like to emphasize in this paper, by using case studies based on scientific rigour, the potential of human resources management in football, a field known more for its effects and less for the scientific aspect of the issues involved.

Keywords: *manager, football club, human resources, job description, contracts and employment contracts*

JEL classification: *J21, M12, M51*

1. Introduction

Football is a social phenomenon with a national and international dimension, which has become a component of the social and economic life of over 200 national federations affiliated to FIFA. Football is more than what the spectators and TV audiences see on the stadiums. They may know the

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names of the players, they may follow and appreciate their performance but they know nothing about the people outside of the field of play who are responsible for the selection, training and management of the activity of a football club. There is even a saying that "we all know politics and football", but if one wants to seek the truth in this saying, one shall be surprised. When drafting this paper I took into account a series of points of view of consecrated authors in the field of management, but I also capitalized on the opinions that I formed and consolidated during my vast football activity, first as a First League football player, national and international football referee, manager of a county football association, namely football clubs, president of the Central Commission of Referees, national and international football observer.

2. Considerations on the managers of a football club

Managers, as persons vested with authority and decision-making powers over the efficient use of the main resources of the organization (people, markets, machines and equipment, money and time) have planning, organizational, coordination and control duties and are positioned on various levels of the hierarchical pyramid (Nica and Iftimescu, 2004, p.24).

A manager's roles within an entity can be (Straub, 2001, p.7):

1. Inter-personal roles	Representative chart: managers fulfil certain protocol duties (accompany the club's guests, make speeches at dinner galas, participate in TV shows, etc.).
	Manager: creates and ensures a productive/efficient work environment
	Contact person: interacts with team members, but also with third parties.
2. Information roles	Supervisor: collects information and constantly supervises the work environment so that he is constantly informed of the entity's happenings
	Transmitter: transmits information to employees that would not otherwise be available from other sources
	Spokesperson: speaks on behalf of the entity he represents
3. Decision-making roles	Entrepreneur: initiates activities that encourage employees to use new ideas and methods, with a maximum of advantages
	Conflict resolution factor
	Resource allocation factor
	Negotiator: negotiates contracts with third parties, a reason for

	which he must both possess the relevant information and hold necessary authority.
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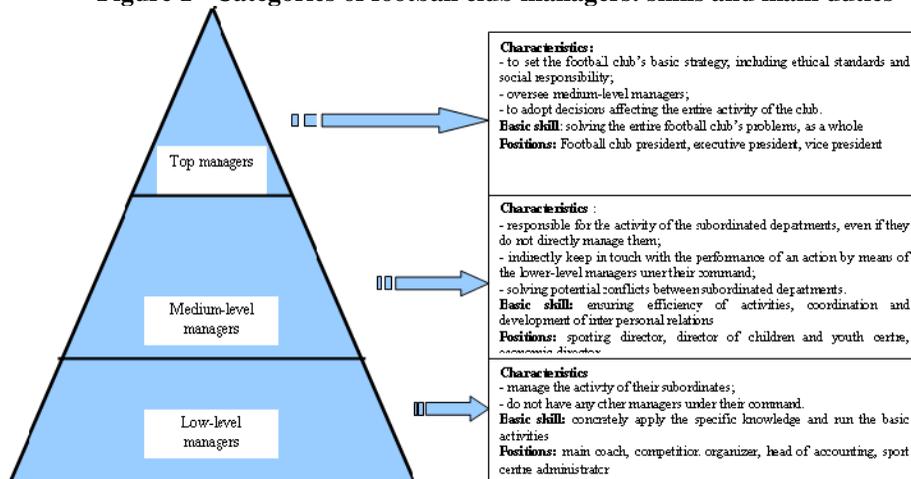
The management of human resources within a football club mainly focuses on the selection, motivation and improvement of coaches and players. Currently, high-level football has a particular dynamics in what concerns valuable coaches and players, as their salaries reach amounts that were hard to imagine a decade ago. This spectacular increase was triggered by the expansion of the amounts paid by TV companies with broadcast and re-broadcast rights, as well as by the unprecedented increase of the income from merchandising; the sale of replica T-shirts of players such as Messi or Cristiano Ronaldo brings fabulous amounts to the clubs' accounts. This is why the transfer of players has, in addition to the sporting element, a significant economic element. The performance on the field of play of valuable players attracts spectators to the stands, increases TV audiences and the price of advertising and makes football more interesting. The players who are able to do that are just a few and their transfer is a prerogative of rich clubs. The other clubs must construct a solid strategy regarding the hiring of valuable coaches at all training levels, able to apply a coherent selection, training and promotion system of players trained by the club. By doing so, national and international players can be trained at reasonable costs and thus avoid payment of considerable amounts for the transfer of well-known players.

The organization of each club's children and youth segment is a maximum priority, and the level of qualification, professionalism and passion of the coaches is essential. A coordinator coach of the children and youth centre must set up a unified project regarding the selection, training and participation in competitions of all children and youth teams, according to their respective age category, try-out system and verification, evaluation and promotion rules. The system must be applied systematically and the coordinator must control the player teams, their individual characterization sheets, the training lessons and the results of each group and coach. He must draw up individual evaluation reports for each coach and periodically report to the club management the results obtained during training and competitions. The essential principle that must be applied to children and youth is that the player selection is a permanent process. This process is carried out by examining players from other clubs during official competitions, by

permanent selection actions organized in the schools located in the municipality and the country.

Starting from the general features of their duties, the managers of a football club are positioned on three hierarchical levels (see figure 1).

Figure 1 "Categories of football club managers: skills and main duties"



source: adaptation from Vasile Deac coordinator (2012) "Management", ASE Publishing House, Bucharest, p.19

The main duties of a football club president, as a manager that coordinates and is responsible for the entire activity, are:

- to organize, manage and control of the club's activity and of the staff, in order to achieve the objectives set;
- to exercise the duties assigned by the President of the Executive/Administration Board (in sporting joint stock companies) when applying the decisions of the General Assembly and of the Executive/Administration Board;
- to approve the club's internal regulations, which he submits for approval of the Executive Board and to ensure its observance by the staff, as well as the application and observance in the entire activity of the legislation in force, of the statutes, internal regulations and other regulations and rules of the club;
- to represent the club in the relations with national and international sporting bodies, with other private or public institutions, jurisdictional bodies,

organizations or economic operators, as well as domestic or foreign natural or legal persons;

- to draw up the drafts of the short and medium term development strategies and programs, pursuant to the General Strategy for Sport Development of Romania, and with the strategy of the federations in each sport branch, a draft that is approved by the Executive Board and by the General Assembly;
- to draw and submit for approval of the Executive Board the club's annual income and revenue budget, the organizational chart and the rules regarding the creation of the club's functional units and the job descriptions of the staff;
- to decide the employment, dismissal, reward and/or sanctioning of the club's staff;
- to negotiate and conclude employment contracts with the staff, including professional athletes, to conclude and sign legal documents in the course of his duties;
- to receive and examine the reports of the coaches regarding the transfer of professional and amateur athletes to and from the club and to submit his reasoned proposals to the approval of the Executive/Administration Board (the transfer of the athletes is made based on the regulations of the sport federations);
- to set up the control of the fulfilment of the tasks by the subordinated staff and to follow up on the application of the measures ordered;
- to coordinate, control and guide the activity carried out in the various sport units within the club, of the technical staff, coaches and athletes during training and competitions, in order to achieve the club's target and objectives;
- to establish for each employed coach, through the job description, the number of groups of athletes, classified according to value/age levels and the minimum number of registered and unregistered athletes in training;
- to approve the annual training plans presented by the club's coaches and to periodically examine together with the coaches the status of the objectives set and results obtained by the registered athletes/club's teams;
- to head the employees' activity and to ensure their promotion based on their training, skills, professionalism, results and responsibility proven during the course of their activities;
- to ensure the observance of the legal provisions in force regarding the appointment, employment or promotion of staff, the provision of financial or material rights;

- to approve the club's internal competition calendar at national and local level and to supervise its systematic implementation, to supervise the training and participation of the club's athletes in the competitions included in the club's competition calendar as well as to organize competitions and selections;
- to ensure the creation and updating of the database and to organize the records of all documents used by the club in its activity, among which: legislation in force regarding the sport activity, the club's statutes, the regulations governing the organization and functioning, the internal regulations, orders and decisions issued by local authorities/ the Ministry of Youth and Sport/ County Football Association, the statutes and regulations of the sport federations to which the club is affiliated, the short and medium term development programs, the records of the registered athletes, according to sport branches, the results obtained in competitions by the club's athletes/teams;
- to supervise and examine the manner in which the main indicators of the income and revenue budget are achieved, the economic activities carried out by the club in direct connection to its purpose and activity, the amounts obtained from the athletes' transfers, the fees or contributions (money and in kind) received by the club, donations and amounts or goods received from sponsorships, income obtained from advertising and publicity, income obtained from subscriptions to initiation classes, etc.

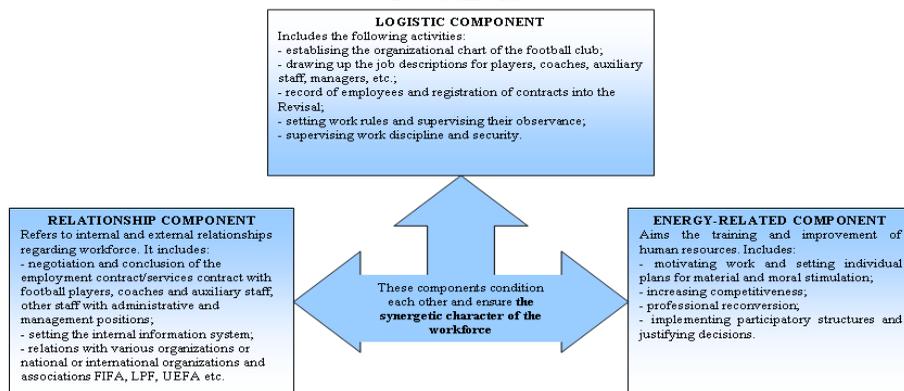
In order to fulfil their duties, any manager, irrespective of their hierarchical level, must bring together all their professional, conceptual and human skills.

3. The organization of the human resource management of a romanian football club

Practitioners and not only still tend to use the notion of "personnel" instead of "human resources", but this is restrictive, because employees should not only be considered from a cost perspective, but also as an investment that brings economic value and spiritual and scientific value, because the human resources of an organization are unique in what concerns their growth and development potential, with their own capacity to discover and exceed their limitations in current or future situations. Three components of the human resources management can be identified, starting from this superior approach

regarding a company's employees, components that condition each other, which ensures the synergy of the work force (see figure no. 2).

Figure no. 2. "The components of the human resources management for a football club"



source: adaptation from Alexandru Puiu (2007) "Management - comparative analysis and studies", Third edition, Independența Economică Publishing, Pitești, p. 109

The concept of "human resources management" knows many approaches in the international and national specialized literature, the most relevant being those presented in table no. 1.

Table no 1. "Definitions given to the human resources management and published in the specialized literature"

Specialized national literature	Specialized international literature
<ul style="list-style-type: none"> • includes all activities oriented towards the human factor, regarding: the social-human creation, design, optimum use, management and development; • all the activities regarding the optimum use of human resources to the benefit of the organization, of each individual and of the community, in general; • all the activities regarding the efficient use of "human capital", aiming 	<ul style="list-style-type: none"> • the function facilitating the most efficient use of people for the achievement of the individual and organizational objectives; • the function allowing organizations to reach their objectives through the procurement and maintenance of efficient workforce; • the set of functions and interrelated processes that aim to attract, network, motivate, keep and preserve the

Specialized national literature	Specialized international literature
<p>to achieve organizational objectives at the same time with ensuring the conditions that guarantee that the employees' needs are met;</p> <ul style="list-style-type: none"> • all the activities that affect the relationships between the main social partners - the employer and the employees - meant to ensure an increase in productivity and the efficiency of economic activity; • represents a number of interdisciplinary measures regarding the recruitment and selection of the staff, employment, use through ergonomic organization of the work, material and moral stimulation, until the termination of the employment contract. 	<p>employees of an organization;</p> <ul style="list-style-type: none"> • the set of operational (planning, recruitment, staff preservation) and energy-related activities (creation of an adequate organizational climate), which provide the organization with the necessary human resources; • providing the enterprise with the necessary human resources, with the double constraint of harmonious and efficient functioning of the human factor as well as that of respecting the need for justice, security and development of each employee; • the strategic approach to ensuring, motivating, training and developing the key resource of an organization.

Source: Aurel Manolescu (2001) „*Human resources management*”, Third Edition, Editura Economică, București, pp. 37-38

The human resources management activities in a football club entail several phases, namely: planning, recruitment and selection, employment and integration of human resources.

The planning of human resources is an evaluation process of the human resources need in agreement with the organization's objectives and the drafting of plans that guarantee the employment of competent and stable workforce (Gherman, Panoiu et al, 2013, p. 49). Any football club must pay particular attention to the activity of human resource planning, so that there are no inconsistencies in the activity pursued regarding the number and type of employees, the appearance of a deficit or surplus of staff on certain positions provided in the club's organizational chart, ensuring the employee's satisfaction and the quality of his professional life, etc.

The human resource planning activity within a football club aims to define the functions/positions, job analysis, description and drafting of the job description and, if necessary, the redesign of certain positions. Specialized Romanian literature defines the position as a set of objectives to be achieved in the activity carried out within a certain time period, expressed in a concrete,

measurable form, tasks, authorities and responsibilities permanently incumbent on a person in a certain position in the organizational structure. Therefore, a position has the following components (Manolescu, 2001, pp.159-161):

- objectives of the position - the quantitative and qualitative definition of the purposes targeted at the time of its creation, which justify the reason of its creation and functioning, objectives that are found in the entity's objectives as individual objectives;
- tasks of the position - a component of the duty, the smallest work unit designated to the performer of an action, which represents a clearly formulated action, with the aim to achieve a specific objective and which is carried out pursuant to a predetermined procedure;
- authority of a position - expresses the boundaries within which the position holder is entitled to act for the achievement of the individual objectives and the exercise of his duties;
- duties of a position - this is the component that embodies the attitude-related part of the duty and represents the duty of the job holder to comply with his tasks and duties derived from the position's individual objectives.

When defining a position, the balance between the objectives and the duties, skills and responsibilities of the position must be permanently kept in mind so as not to undersize or oversize the respective position.

The analysis of the positions is the process of examination of the positions in order to identify their main characteristics, in particular the duties that they must comprise, the results they must yield, the major activities they must carry out and the relationships with other positions within the organizational hierarchy (Cole, 2000, p. 164).

The examination of the positions must satisfy precise requirements (Russu and Gheorghe, 2004, pp. 52-53):

- to be systematic, namely to start from clearly defined objectives and use scientific methods and techniques;
- to present the actual status of the positions at the time of its performance;
- to be objective and rigorous;
- to refer to defining elements of the positions and not to the skills of their occupants;
- to rely on the preliminary training of the persons charged with the said research;

- to be permanently subordinated to a larger vision on the abovementioned chain of objectives-activities-tasks-duties and on the set of work processes within the organization.

The job description relies on data and conclusions resulting from the analysis of the position and includes the list of the main tasks and duties (Stanciu, Ionescu et al, 2003, p.170). The job description consists of a written document known also as "job description sheet" or "job sheet." Although this is not a mandatory document stipulated in the Law no. 130/1999 republished, amended and supplemented regarding certain protection measures of employees, the job description must be presented to the labour inspector, therefore this document must be mandatorily kept by the human resources department (football clubs that use professional players with whom they have concluded individual employment contracts must adequately stipulate in their organizational chart, approved by the club's management body, the necessary number of positions for "professional football players" and "professional football coach" included in the COR). All job descriptions must include: job identification elements: name of the position, according to the Classification of occupations in Romania (COR Code), location and positioning in the COR, identification of the immediate superior and relationship with other positions, etc.; job description: the general purpose of the position, job's objectives, tasks and responsibilities, authority limits, work conditions and resources made available; job requirements: knowledge, skills, diplomas and necessary qualifications, experience.

The redesign of the positions shall be made if: the skills of the position holder increase and he is to perform more complex tasks; the supplementation of execution tasks with other activities is envisaged; the combination between the tasks corresponding to several positions and their rearrangement; the duties and/or tasks of the position holder are decreased, etc.

Recruitment and selection represent two stages of the same process, namely providing the organization with human resources, defined as the set of activities regarding the identification of the persons who correspond to the characteristics of vacant positions, skill testing of candidates and attracting and keeping the persons that are adequate for the organization (Marinescu, 2012, p. 123). I will present issues regarding the recruitment and selection of football players within a club, because this type of human resource has certain particularities in relation to human resources in other areas of activity. The

recruitment and selection of football players must observe the provisions of the regulations governing the organization of the football activity, which have certain limitations, presented below.

The participation of the football club in the domestic and foreign competitions involve the existence of a squad of football players, usually consisting of 25 players. A football player is an athlete registered with a football club affiliated to the RFF/PFL/CFA with the aim to play for that club, as professional or amateur, as only registered player are entitled to participate in official or friendly matches. A player can be registered with one club during the same period of time, and during one competition year he can register with or transfer to a maximum of three clubs. During this period, the player is entitled to play in official matches only for two clubs, with the exception of players transferred to a Romanian club from a club belonging to a national association whose season overlaps the Romanian season (namely the beginning of the season is in winter/spring, as opposed to summer/autumn) who are entitled to play for a third club during that season if they have complied with all contractual duties towards their former clubs.

The RFF Regulations on the status and transfer of players define professional and amateur football players, as such:

- a professional player has a written contract with a club and is paid an amount higher than the expenses generated by his actual activity. All other players are considered amateurs;
- a player registered as professional cannot be re-registered as an amateur unless 30 days passed from his last match as a professional;
- the professional player whose contract with the club where he is registered on a permanent basis can be re-registered as an amateur;
- a player who regained amateur status can be registered and have the right to play only for another club in a lower level than the one where he was registered as a professional, and only during transfer periods, except in the case of futsal competitions, when the player can registered and have the right to play for clubs within the same competition level. This player can be transferred as amateur to a club in a superior level only after a period of at least one calendar year.

There is also the category of youth football players, who are considered a hierarchically inferior category to all other senior categories, and they can only be used in the matches of senior teams only if they are over 14

years old. The youth period ends on the 30th of June of the year when the players turn 19.

For official football matches, the coach forms a team from this pool of football players, which is mandatorily recorded in the referee's report, a team formed of 11 starters with the right to play and 7 substitutes, with the observance of the following conditions/prohibitions stipulated in the RFF Regulations governing the organization of the football activity:

- First League teams are entitled to use no more than 5 non-EU players at the same time on the field of play and must register in the referee's report for each official match at least 5 players trained at national level (the players formed at national level are those who, irrespective of their citizenship, have been registered with a Romanian club and participated in competitions for this club for at least 3 consecutive years or not during the period when they were 15-21 years old, the 3-year stage being deducted accordingly in the case of players under 18);
- Second League teams are entitled to use no more than 5 non-EU players at the same time on the field of play and must register in the referee's report for each official match at least 10 players trained at national level; Also, they must actually use, throughout the matches of the championship, in the 2014-2015 season, at least two players under 21, and starting with the 2015-2016 season, at least two players under 19. If one of the players mentioned is sent off the field of play it is not mandatory to replace him with another player from the same age category. This requirement must be observed only if the opponent is a team in the same competition level;
- Third League teams are entitled to use no more than 2 non-EU players at the same time on the field of play and must register in the referee's report for each official match at least 12 players trained at national level. Also, they must actually use, throughout the championship matches, at least three players under 21 and, starting with the 2015-2016 season, at least three players under 19. If one of the players mentioned is sent off the field of play it is not mandatory to replace him with another player from the same age category. This requirement must be observed only if the opponent is a team in the same competition level;

The recruitment and selection of football players can only be made during the stipulated transfer windows. According to the Regulations on the status and transfer of football players, the transfer of football players consists

of their relocation from the club where they are registered to another club, with their consent and the consent of the two clubs. The players' transfer can be made:

a. temporarily, by transferring the player from one club to the other (from the assignor club to the assignee club) for a determined period, at the end of which the player returns to the assignor club. The duration of a temporary transfer can be, at least, until the end of the first or the second half of the championship. The return is conditioned by the existence of a valid contract between the assignor club and the said player. The temporary transfer can be made in the following conditions stipulated in the RFF Regulations on the status and transfer of football players:

- during the temporary transfer the performance of the clauses in the contract concluded with the assignor club is suspended and the assignee club must conclude a contract with the player only for the period of the temporary transfer, or else the effects of the contract cease by default upon expiration of the temporary transfer period;
- during the temporary transfer, the assignee club is not entitled to transfer said player to a third club, unless it has the written agreement of the assignor club, or else the transfer is annulled and the club in default is compelled to reimburse the amounts collected as transfer allowance and bear the statutory sanctions;
- in case of a temporary transfer, if the contract with the assignee club ceases before the expiry of the temporary transfer, the player in question is entitled, during transfer periods, to return to the assignor club if the latter so requests or to conclude a new contract with another club only for the period left until the expiry of the temporary transfer;
- the minimum duration of a temporary transfer is comprised between two consecutive transfer windows.

b. permanently, by transferring the player from one club to the other for an undetermined period.

The transfer of amateur or professional players to other clubs or the registration of professional players with other clubs can be carried out only during two time periods established on a yearly basis by the RFF Executive Committee: during summer, usually in June-August, for 12 weeks; during winter, usually in January - February, for 4 weeks. These two transfer windows are notified on a yearly basis to FIFA. The RFF Executive

committee can establish other transfer periods for youth players. A player transferred at the level of the CFA/BMFA outside of the transfer window established by the RFF for the First, Second and Third Leagues will not be able to participate in official matches in competitions organized by the RFF/PFL. In exceptional cases, professional players whose contracts with their clubs expired prior to the end of the transfer period can be registered.

Only professional players holding a professional football player's license according to Law no. 69/2000 on physical education and sport can conclude written employment or sport services contracts. The individual employment contract is a contract based on which the player undertakes to participate in the training process and in official matches within a sporting structure in exchange for financial and material rights. The club undertakes to provide to the player the necessary conditions to carry out his activity, to pay his salary and financial rights by reference to the quality and results of the work provided, pursuant to contractual clauses, and to pay the other contributions, according to the law.

When drawing up individual employment contracts with professional players, the principles regarding the drawing up of football-specific contracts, stipulated in the RFF Regulations on the status and transfer of football players, must be observed:

- a club wishing to sign a professional player must inform, in writing, the player's current club, prior to starting the negotiations with the former;
- the individual employment contract is concluded pursuant to the standard model approved by the RFF for a duration not exceeding 5 years (usually it is concluded for entire years and must expire during one of the transfer windows established by the RFF), in 4 original copies, one for the player, one for the club, one for the territorial labour inspectorate and one for the organizational body and is registered by the employer club with the organizational body, depending on the jurisdiction, within 45 days from the date of signing and with the territorial labour inspectorate, pursuant to the legislation in force. The contracts concluded between clubs and players must be registered with the RFF, PFL or CFA, depending on their powers to organize the competition in which professional players participate and, upon request, must be made available to FIFA;
- no later than 30 days from the expiry of the contracts concluded with the players, the clubs must inform in writing the players with whom they no

longer wish to conclude new contracts of their intention, or otherwise commit a sanctionable offence. The sanction is not applied in the case of players that have already concluded new contracts with other clubs;

- a football player can conclude, for the same period of time, only one contract with one club and if he signs more than one contract for the same period of time with different clubs, the valid contract is the one registered with the competent bodies; ensuing sanctions shall be applied. If during the validity of a contract a new contract is registered with the competent body, with the same club, for the same period or for a different period, the previous contract shall be terminated by default on the date of registration of the new contract, and so will all the correlative rights and obligations arisen out of the previous contract. Contracts concluded between clubs and players remain valid if the clubs change their name;
- unless otherwise stipulated, the amounts provided in the contracts concluded with the players or in the addendums thereto are considered net amounts. Contracts shall expressly stipulate any rights in kind that are granted (accommodation, meals, transportation, etc.) together with their financial assessment and the actual modalities in which they are granted, with the observance of the fiscal rules in force. Unless their amounts are expressly stipulated, the competent committees shall assess them pursuant to the following standards: accommodation - 80 lei/day, meals - 60 lei/day.

The services contract can be concluded based on the provisions of the Law on physical education and sport no. 69/2000 and represents the written agreement between a football player and a club affiliated to the RFF/CFA regarding the mutual rights and obligations arising out of the practice of the football game during training sessions and competitions. The services contract does not grant the person the capacity of employee, and the players who conclude such contracts with clubs are not entitled to social security or any other rights stipulated in the unemployment legislation. By analogy, all provisions regarding employment contracts apply when concluding and enforcing the services contract, except those contrary to its own nature.

4. Conclusion

Unfortunately in Romania, both in universities and in the courses organized by sport federations or other entities, there is little preoccupation for the specific training and improvement of sport managers at a top and medium level, therefore currently the management of football clubs in general and the

management of human resources in particular are based only on the practical experience obtained directly by those already working in the field, corroborated with the documentation from the practice of the renowned clubs in the more developed European countries. Probably the most difficult problem related to the issue of a football club's human resources management are the coaches and players. The manner in which they are selected and employed is key to the organization and success of a football club.

The correct organization of the technical sector, including the children and youth centre, is essential. This is a field in which there is a need for a vertical technical coherence, the cooperation between the main coach and the first senior team with other coaches being of utmost importance. The unitary theoretical and methodical conception regarding selection, training and participation in competitions, applied at the level of all teams must necessarily lead to the formation of valuable players, promoted from one level to the other within the club. This saves important amounts destined to transfers of players and may produce substantial income. The evaluation of players is a difficult operation usually made empirically, based on the observations from matches and training sessions (own players, opponents, scouts).

In fact, it is sad to note that in the past years Romanian football has started to run short on talent. This is not due to the fact that no talented players are born, such as those of the golden generation, but because there is a tendency of the managers in local football to remain uninvolved and uninterested in children and youth centres of their own clubs, which are in fact the true talent "nurseries." These managers want to invest as little as possible and to obtain as fast as possible favourable results with the team. I believe that managers, in particular those in charge of human resources, should be more interested in the preparation and training of their own players and less interested in the expansion of the identification and selection of players from other teams, or, even worse, of players from African countries who accept very low payments and who have lesser value than Romanian players. I am glad that, regarding this issue, the Executive Committee in March proposed the following modification of the Regulations on the status and transfer of football players regarding non-EU players that can be used starting with the 2015/2016 season: "a non-EU player can be included in the 25-member team only if, in the 12 months prior to his registration with the Romanian club, he was called by his country's national team at least three times." I don't want to come across as opposed to foreign players, I am not, but football is a team

sport, not an individual sport and the efficiency of a team increases when the playing technique, mentality, physical and emotional training are unitary. I hope that this proposal has a favourable impact in the re-launch of Romanian football and, in particular, in the development of children and youth centres.

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