



A Toolkit for Inclusion for the Fitness Sector



United Nations
Educational, Scientific and
Cultural Organization



UNESCO Chair "Transforming the Lives
of People with Disabilities, their Families
and Communities, Through Physical Education,
Sport, Recreation and Fitness"

JustDoUFIT.com

This project and partnership has been funded with support from
the European Commission and led by the UNESCO Chair at IT Tralee

Universal Fitness Innovation & Transformation Development and Sustainability

The UFIT Initiative is co-ordinated by the UNESCO Chair in Transforming the Lives of People with Disabilities, Their Families and Communities in the Institute of Technology Tralee, Co Kerry, Ireland. The European Commission funded the initial development which included the following partners: UNESCO Chair, Institute of Technology Tralee, European Observatory of Sports Employment (EOSE) France; Universidad Politecnica De Madrid, Spain; Skillsactive/ REPS UK; Palacky University, Olomouc, Czech Republic and IHRSA, the Global Fitness Industry Body. The CARA Centre, the National Centre for Adapted Physical Activity in Ireland was a silent, though vocal, partner. Many external advisors and subject area experts informed, reviewed and critiqued the work of the development team over the last few years, and to all we are very grateful.

SUSTAINABILITY

The UNESCO Chair in the Institute of Technology Tralee will monitor and update the UFIT programme and materials over the coming years and welcome comment and critique. The Chair is responsible for the licencing of UFIT beyond the partnership countries and will actively seek competent authorities to facilitate the roll out of UFIT worldwide. International mentoring and 'train the trainer' options are available to support this.

Statement of Copyright and Intellectual Property Right
All Intellectual Property and Intellectual Property Rights created by or on behalf of the Partnership or exclusively utilised in or in carrying out the Project or any part thereof shall be jointly owned by the UFIT Partnership and UNESCO Chair, Institute of Technology Tralee is nominated as exclusive holder of the IPR on behalf of the partnership.

QUERIES REGARDING UFIT

Please visit our website www.justdoUFIT.com for the most up to date information. If you require the UFIT resources in another format to support a disability please contact the UFIT office and we will be happy to facilitate your request (+353 66714 5634 or email UFIT.project@gmail.com).



@justdoUFIT



UFIT Universal Fitness Innovation & Transformation

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UNESCO Chair in Inclusive PE, Sport, Fitness and Recreation



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UFIT Development Partners

UNESCO Chair Institute of Technology Tralee, Ireland.

The United Nations Education, Scientific and Cultural Organisation (UNESCO), in recognition of expertise and ongoing commitment, signed an agreement with the Institute of Technology, Tralee to establish a Chair entitled 'Transforming the lives of people with disabilities, their families, and community through Physical Education, Sport, Recreation and Fitness'. The core purpose is Mainstreaming Diversity in these domains. The mission centres on changing minds through influencing policy and changing lives through innovative practice and partnerships.

European Observatory of Sports Employment (EOSE),

works at the European and international level as a source of knowledge and support for the development of Sport and Active Leisure including employment, sports systems, standards, competence, qualifications and Vocational Education and Training (VET). EOSE mission is 'to facilitate and support the development of the sport and active leisure sector workforce, in bringing education and employment, to ensure people working and volunteering in the sector have the right skills to perform and enable the sector to fulfil its potential as a social, health and economic driver'.

Polytechnic University of Madrid (UPM), Faculty of Physical Activity and Sport Sciences (INEF),

was represented by Javier Perez-Tejero who specializes in Adapted Physical Activity and Sports for Persons with Disability. He is Director of the Centre for Inclusive Sport Studies (CEDI). Javier has published more than 35 papers and edited more than 10 books; he is principal investigator of several projects regarding PWD in sport and eligibility criteria development for basketball and intellectual disability.

SkillsActive UK, is the Sector Skills Council whose aim is to increase the demand, quality and availability of skills provision in the active leisure sector. SkillsActive operates the Register of Exercise Professionals /REPS which acts as the professional body for the British fitness industry. UFIT utilised SkillsActive's expertise in developing industry specific occupational standards, and the UFIT programme will have a profound effect on improving the provision of inclusive fitness services.

Palacky University in Olomouc developed from a Jesuit seminary, which in 1573 was granted University status. At present the university consists of eight faculties with more than 20,000 students. The Faculty of Physical Culture was established in 1991 and plays an important role in the education of P.E. teachers, coaches and adapted physical education specialists in the Czech Republic. It aims to prepare qualified teachers of physical education for all types of schools, and to train experts for the out-of-school physical activities such as fitness activities of children and young people and adults including those with disabilities and special needs.

IHRSA - International Health, Racquet and Sportsclub Association (Boston)

is the trade association serving the health club and fitness industry for 35 years. IHRSA has over 10,000 health clubs as members in 75 countries and 600 supplier members around the world. IHRSA monthly magazine CBI and its Annual International Convention and Trade Show, attended by over 10,000 delegates - are the industry leaders. IHRSA has a mutual recognition agreement with ICREPS as the International Confederation of Registers of Exercise Professionals (representing over 250,000 Fitness professionals). IHRSA is a partner in the UFIT initiative and the UNESCO Chair and is helping to drive the UFIT concepts globally through its federations, members, partners and industry globally. IHRSA is pursuing partnerships and initiatives for the quest to increase opportunities for people with disabilities through better programming, marketing, and staff training to drive a cultural shift in the Industry mindset.

CARA National Adapted Physical Activity Centre.

CARA co-ordinates, facilitates and advocates for the inclusion of people with disabilities to lead active and healthy lifestyles in Ireland through participation in Sport, Physical Activity and Physical Education. We are delighted to be partnering with the UFIT project which will equip fitness managers and professionals with the knowledge, competence and skill to work with people with disabilities in a variety of fitness environments available in Ireland.

PREFACE

Catherine Carty, UNESCO Chair Project Manager, Institute of Technology Tralee

The UFIT- Universal Fitness Innovation & Transformation initiative and toolkit was developed in response to multiple observations, research outcomes and the professional and personal opinions of many that the fitness sector could be a key player in 'inclusivizing' sport and society. The sector caters for all age groups in individual and group settings, adapting to the needs and interests of the clients it serves. It is based in communities for communities and its scope to respond to the inclusion call is vast.

Increased professionalisation of the sector over the last two decades has led to the emergence of defined job roles, associated occupational standards, career progression options and increased recognition from allied professionals. Geographical variation in this sector development is evident internationally, however what is also evident is that the sector is growing, responsive, and best practice is quickly modelled from one geographical area to the next. This is especially possible as global industry bodies such as IHRSA provide a platform and fora to showcase the most important challenges and opportunities the industry faces internationally.

The fitness sector, however not unlike other sport, recreation and physical education offerings, did not develop in a very inclusive manner. For this reason the UFIT initiative emerged in response to the:

Industry need | Community need | Social justice call |
Opportunity for all.

Examining the industry it was evident that 'inclusivizing' would require comprehensive local solutions to the global challenge. Discussions and research revealed that successful change would require:

- A cultural change within the organisation
- A behavioral change on the part of individual stakeholders at all organizational levels and
- A sectoral and societal change in terms of perception.

UFIT emerged as a comprehensive transformational programme for empowering managers, instructors and personal trainers. Developed by the UFIT partners in a sector skill alliance and influenced by a range of professionals and stakeholders with diverse sector knowledge and experience the UFIT programme is both relevant and responsive. The UFIT core concepts while based on multi-disciplinary theories in areas such as; psychology, sociology, education, management, strategy, and discourse analysis, are presented in a very accessible, step by step, pragmatic manner.

The UFIT programme respects the fact that change takes time, the processes of change are important, and it's okay to start within your comfort zone and work towards bigger changes over time. This has led to the coining of terms such as 'Inclusivize' and 'UniversAbility' both are respectful of the journey. UFIT is strengths based, building upon and marrying the strengths of all stakeholders. As with the overall approach of the UNESCO Chair, the UFIT programme is underpinned by an appreciative inquiry approach as proposed by Cooperrider (1999). We want all stakeholders to embrace change positively.

The UFIT toolkit will work if the sector works with it - it's over to you - each federation, club/facility, instructor/personal trainer, disability service organisation, training provider, industry supplier and design professional, working together for real change, can make the UFIT goal a reality.

LetsInclusivizeFitness

Catherine Carty

LET'S ACT TO MAINSTREAM DIVERSITY

Discover

LET'S BUILD ON
THE SHOULDERS
OF GIANTS

Dream

THE FUTURE
YOU WANT
TO SEE

Design

THE BUILDING
BLOCKS OF
CHANGE

Destiny

CREATE
A NEW
TOMORROW

GLOSSARY AND EXPLANATION OF TERMS

‘People with disabilities’ versus ‘disabled people’:

Depending on which country you are from, the preferred terminology will vary. In the UK the preferred term is ‘disabled people’. The perception is that the person being referred to is disabled by social attitudes, rather than by their impairment. In other countries, for example Ireland and the USA, the favoured term is ‘people with disabilities’. This language puts the person first and implies that environmental (physical and social) and personal factors impact the level of inclusion a person with a disability experiences. It is important not to get too concerned about language use, what is more important is an open, welcoming and respectful attitude.

Defining disability: ‘Disability is an umbrella term, covering impairments, activity limitations, and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations’. (WHO, 2002)

- Physical Disability refers to total or partial loss of bodily functions or body structure. For example, the loss of limb; a spinal cord injury or cerebral palsy, etc.
- Intellectual Disability refers to a reduced ability to understand new or complex information, or learn and apply new skills. This impairment is classified as mild, moderate, severe or profound. Some genetic syndromes trigger intellectual disability, for example Down Syndrome and William’s Syndrome.
- Sensory Disabilities affect the senses. For example, visual impairment can range from total loss of sight to limited sight in certain circumstances. Deafness affects hearing and is often classified as mild, moderate, severe and profound.
- Mental Health Difficulties often affect participation in life situations. Some examples include depression, bipolar affective disorder and schizophrenia.

Assistive technologies are devices and equipment that facilitate the accomplishment of an activity that is difficult to otherwise carry out and increase the independence of the user. They can be low tech, which are primarily non-electronic for example gloves with velcro straps that support grip where gripping is difficult, ramps, prosthetic limbs, dynabands or high tech, which are generally electronic or computerised for example, mobile phone apps like Assist-Mi or power-chairs.

Inclusivize is a word coined by the UNESCO Chair. It is an action verb that underpins all the willingness, intent, actions, and resources needed to increase accessibility for people with disabilities and other marginalised groups. ‘Inclusivizing practice’ represents a need to revise practice, or train to adapt existing practice in order to include people with disabilities.



UniversAbility - the ability to take action towards universal access or inclusion. UniversAbility is a brand that was developed by the UNESCO Chair at IT, Tralee that acknowledges willingness, intention and action toward universal accessibility. UniversAbility recognises that this is a dynamic and continuous process. We use the word UniversAbility to indicate that a venue, product, service, activity, game, sport, fitness programme, teaching/ coaching style/ instruction demonstrates the ability to be Universally Accessible. UniversAbility recognises capacity and encourages action towards a more inclusive world. UniversAbility forms a noun from the adjective universal by adding ability which shows deference to the process, possibility or inclination to become universally accessible. Again the importance of the interplay between the varied enablers of inclusion are given due deference. The lines circling the U indicate the ongoing dynamic process involved in inclusivizing. A UniversAbility continuum is available in the UFIT programme and standards are in development.

UFIT TOOLKIT INTRODUCTION

What is UFIT? UFIT is a systematic strengths-based approach for transforming the way the fitness sector engages with and provides for people with disabilities through its service offerings. The UFIT programme and toolkit design means that UFIT represents a bespoke inclusion solution for your club in your community. The programme has been designed in a manner that respects the demands on managers and staff, yet is comprehensive enough to produce results.

UFIT in your Country for your Club/Facility

The UFIT programme has been designed to be locally relevant in each country. The UNESCO Chair will coordinate the roll-out of UFIT licences internationally. A competent authority in each country can apply to be the licence holder for UFIT for that jurisdiction. The competent authority must demonstrate competence, form and capacity in the UFIT core areas. Competent authorities could be, or could work with, training providers or relevant management consultants in the roll out of UFIT at local levels. The UFIT programme roll-out is ideally centre based where bespoke solutions for that centre can be worked through in a supported manner. On occasion, where facility size or geography dictates, the UFIT programme may be delivered in a cluster format. However the focus of the programme remains devising bespoke solutions on a club by club basis.

The resources are available currently in English, French, Spanish and Czech, with more languages coming on stream in response to demand.

UFIT - Bespoke Local Solutions: The UFIT programme focuses on what you can do within your facility. UFIT guides club managers in setting up partnerships at local level that will facilitate ongoing and sustainable collaborations with local disability service organisations. This approach will enable the club to develop at a level and scale that can grow as confidence, experience and capacity within the club grows. The programme guides the centre staff to develop practical, workable and realistic service offerings, in partnership with user groups who will avail of these services. UFIT provides systems for developing and sustaining service offerings and this system can be replicated time after time, as the range of disability organisations or individuals the facility works with expands over time.

The UFIT programme for managers is delivered in a face to face and/or blended mode, amounting to two contact hours, spanning a number of weeks. The contact time is interspersed with guided tasks the managers can do in their own time. During this time the manager is guided through the UFIT system for reviewing their operation and enable to identify progression and partnership options. Managers emerge from this process with an implementation plan for their facility. They will thus manage the transformation in their club/facility. UFIT for Managers focuses on the application of the UTMF - Universal Transformational Management Framework to devise an implementation plan for their facility. The programme stages and goals are as follows:

STAGE	THE UFIT-MANAGER PROGRAMME WILL FACILITATE MANAGERS IN:
Ready	<ol style="list-style-type: none"> 1. understanding the origin, structure and application of the Universal Transformational Management Framework (UTMF) 2. understanding and embracing the concept and application of UniversAbility 3. appreciating the evidence base - the benefit of inclusion for the Fitness Sector
Steady	<ol style="list-style-type: none"> 4. testing organisational current practice against the UTMF and UniversAbility 5. forming partnership(s) with local disability service provider(s) and people 6. developing an action plan to align current practice with the elements of the UTMF
Go	<ol style="list-style-type: none"> 7. integrating the UFIT goals into an inclusive approach to customer service 8. implementing and continuously reviewing UFIT in action in their club/facility 9. advocating for UniversAbility and UFIT.

The UFIT Recommended Rollout Schedule below:

Weeks	Agents:	Club/ Facility	Training Provider	Disability Service Provider
	Manager	Fitness Professional		
NATIONAL / REGIONAL UFIT INTRODUCTION BRIEFING				
Week 1	Unit 1 Online 20 mins		Online- support	
Week 2	Unit 2 Online 20 mins		Online- support	
Week 3	Unit 3 Online 20 Mins		Online- support	
Weeks 4-12	Build a partnership with a Disability Service Provider			Create Sustainable Partnerships
Week 13	Seminar face to face/ review Action Plan	UFIT On Site 6 Hours	UFIT On Site	Informal Meeting
Week 14-26	Apply Action Plan	Work with clients	Support if needed fitness club	Engagement with
Week 27	Optional Review participation	Review Session 2 hours	UFIT Review On Site	Review
Week 28 Onwards	UniversAbility of Services		Ongoing mentoring /support	Regular collaboration with club

UFIT Resources: The UFIT programme is extremely comprehensive and includes a range of resources and toolkits designed to be used by competent authorities and training provider partners, to guide users through a systematic transformational change process. Full resources and access to the **UFIT-Managers online Learning programme** are available to competent authorities for use by them and their preferred training partner(s). Accessible versions are available via the UFIT office on request.

UFIT **e-branding and certification** options are available to competent authorities, training providers and UFIT approved facilities and staff. Guidelines on alignment of UFIT with **National Qualification Frameworks** are available via the UNESCO/ UFIT office.

UNIVERSAL FITNESS INNOVATION AND TRANSFORMATION MANAGER PROGRAMME OVERVIEW

The purpose of this programme is to equip managers with the knowledge and tools to inclusivize their fitness services. This programme will inspire managers to take action, adopting the Universal Transformational Management Framework (UTMF) as a tool to effect the necessary organisational cultural transformation.

The programme is designed to be delivered in a blended learning approach using the Universal Fitness Innovation and Transformation Manager (UFIT-M) online learning programme available via the UFIT website. The facilitated programme takes managers through 3 x 20 minute online sessions and 1 face to face session with the UFIT-M facilitator. Discussions are facilitated via the online system with other users and the facilitator. Guided learning needs to be supplemented with activities the manager completes in their own time. The short programme probes managers to ask fundamental questions about their approach to inclusivizing their services. The programme can also be delivered in a face to face mode. The programme guides managers through how to use the tools. They apply the tools in their own time. Managers need

to forge alliances, and perhaps service level agreements, with local people with disabilities ideally via disability service providers. Relationships with carers, guardians and allied professionals with whom the individuals engage may also take place at this time, as relevant. This is necessary to facilitate the practical component of the UFIT Fitness Professional programme.

Managers will be enabled to develop an action plan that exemplifies the UTMF, ideally involving other staff. For example, fitness instructors and personal trainers will have the expertise to guide the 'programmes' and 'place' elements.

The manager's programme should occur prior to the UFIT programme for fitness professionals. At the beginning of the instructor training the management team will ideally share their new vision and implementation plan of the UTMF with the rest of the staff team. Remember an overall cultural change in the organisation is the goal. The programme stages and goals are as follows:

STAGE	THE UFIT-MANAGER PROGRAMME WILL FACILITATE MANAGERS IN:
Ready	<ol style="list-style-type: none"> 1. understanding the origin, structure and application of the Universal Transformational Management Framework (UTMF) 2. understanding and embracing the concept and application of UniversAbility 3. appreciating the evidence base - the benefit of inclusion for the Fitness Sector
Steady	<ol style="list-style-type: none"> 4. testing organisational current practice against the UTMF and UniversAbility 5. forming partnership(s) with local disability service provider(s) and people 6. developing an action plan to align current practice with the elements of the UTMF
Go	<ol style="list-style-type: none"> 7. integrating the UFIT goals into an inclusive approach to customer service 8. implementing and continuously reviewing UFIT in action in their club/facility 9. advocating for UniversAbility and UFIT.

UFIT MANAGERS GUIDE



1

Ready...



Principles of UniversAbility

UTMF Info Pack

UFIT Goals

The Benefits of Inclusion



2

... Steady...



Partnership with Disability
Service Provider



UniversAbility Audit

UniversAbility Continuum

Overview of UTMF Elements

Devise Action Plan to
Inclusivize

3

... Go!



Implement Action Plan

Evaluation Checklist

Agents of Advocacy

Advocating for Universal
Practice

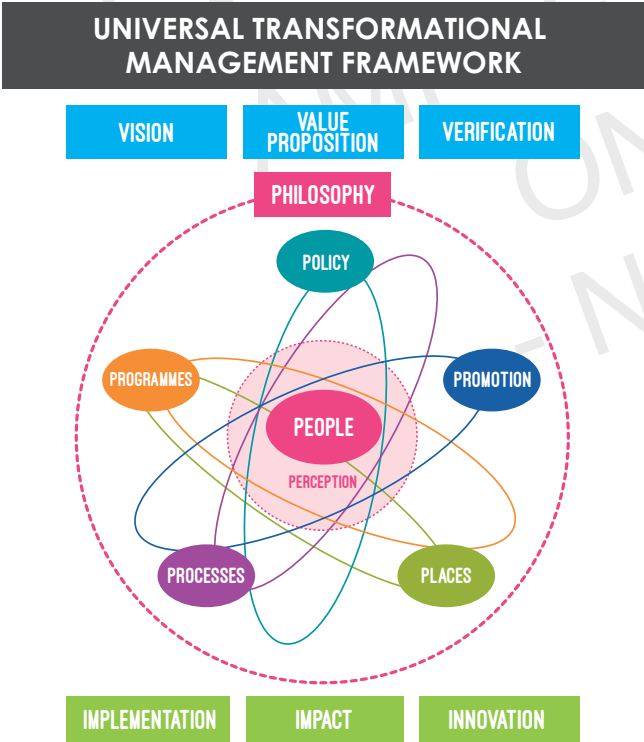
UFIT Managers Programme Guide

UFIT-MANAGERS PROGRAMME

READY ... STEADY ... GO ...

STAGE	THE UFIT-MANAGER PROGRAMME WILL FACILITATE MANAGERS IN:
Ready	<ol style="list-style-type: none">1. understanding the origin, structure and application of the Universal Transformational Management Framework (UTMF)2. understanding and embracing the concept and application of UniversAbility3. appreciating the evidence base - the benefit of inclusion for the Fitness Sector

UFIT-M: Getting Ready - The Fundamentals	
Task 1:	Welcome and Overview of UFIT-M programme goals using UFIT-M PPT1. 5 Minutes.
Task 2:	Invite managers to write down expectations of UFIT-M Programme on a notepad page for later reflection. Place this in a sealed envelope and give to the facilitator. This will be reflected upon at the end of the programme. 5 Minutes.
Task 3:	Fundamentals of the UTMF. Introduction Purpose Evolution UniversAbility. Distribute Handout UFIT-M 1 and use UFIT-M PPT2-6. 10 Minutes.



The UTMF ATOM 3Vs | 8Ps | 3Is

Figure 1. UTMF

UTMF Introduction

The main purpose of this Universal Fitness Innovation and Transformation Manager (UFIT-M) programme is to facilitate the transition towards universal fitness service provision. A compilation of resources will be revealed following the introduction to the Universal Transformational Management Framework (UTMF).

Firstly, the purpose of the framework will be briefly described. Secondly, the evolution of the framework to its current state will be outlined. Next, the practicalities of the UTMF, its main characteristics and its alignment with Prochaska and DiClemente's (1983) behaviour change theory will be discussed. Finally, an overview of all the elements that compose the UTMF will be presented.

Purpose of the UTMF

The UTMF is a theoretical framework that aims to embed inclusion across all dimensions of operation within the fitness sector in order to effectively welcome and accommodate people with disabilities. The UTMF is composed of fourteen elements. They are identified as key areas that an organisation should recognise and address for delivering a high quality, universal service.

TASK 5: Familiarisation with the Evidence- the Benefit of Inclusion for the Fitness Sector.

Managers should engage with in the UFIT Online programme and/or read through the UFIT-M Toolkit and attend to the benefits of inclusion for the fitness sector. This is a very important process and precursor for the next section of the programme where managers will identify the value proposition of an inclusive approach for their club/facility. The clearer the benefits of inclusion for the facility/club are to the manager, the more they are likely to do to achieve it. Managers should read this in their own time having gone through the main points in the online or face to face session using UFIT-M PPT 10-14.

Time: 10 Minutes

The Benefits of Inclusion for the Fitness Sector

Organisations that deliver fitness services can obtain major benefits by adopting a universal approach. This approach reinforces the ideal of equity and has the potential to provide benefits for the whole organization - in terms of additional revenue and better reputation, as well as to potential new members who may have or who may in the future acquire a disability. There are some arguments for increased inclusion of people with disabilities in the fitness sector and three of them are presented below; social justice, health and business.

1. BUSINESS

1.1. Growing customer base

The fitness sector has grown substantially up to the point that nowadays it is not only a way to exercise but also an industry that prescribes consumption. The increase in participation in exercise and fitness routines has produced a new lifestyle, characterized by an individualised approach to health and body worship (Andreasson & Johansson, 2014). According to the most recent IHRSA Global Report (2013, p.6), "the European health club industry generates roughly €25 billion in revenue from more than 48,000 clubs with nearly 44 million members". The total number of health clubs across Europe has increased in recent years and it provides to the public with the possibility to exercise in any of the over 48,000 public and private health and fitness facilities

Since 1970's the fitness industry has welcomed a mixed and large public through a variety of programmes, shifting the concept of fitness to a mass leisure activity (Sassatelli, 2010). Growth opportunities for the sector include (i) women, (ii) consumers who were users previously and (iii) individuals who have never been users but would like to be involved (Health Club Management, 2014). Despite the fact that people with disabilities are not mentioned as a potential group target, they interweave each of the three identified groups.

1.2. People with disabilities - a significant proportion of potential customers

The World Health Organisation (2011) claims that there are over 1 billion people with disabilities worldwide, which represents 15% of the population. However, Lakowski and Long (2011) confirm that people with disabilities are three times more likely to be sedentary than people without disabilities. They also denounce that many fitness and recreation facilities and some types of equipment are not accessible to people with disabilities; this in turn become a barrier to participation.

People with disabilities often require some level of support from a personal assistant or family member (WHO 2011) hence there is significant scope to showcase facilities and services on offer to an even wider audience, where fitness providers offer universal access. Hence, fitness organizations have an exceptional opportunity to increase the organisation's membership profile and to improve their current quality of service delivery.

1.3. Inclusive organisations retain more staff

From a staff satisfaction perspective Fredeen et al. (2012) found that organizations that actively engage with people with disabilities in all aspects of the business have a turnover of staff that in some instances is less than half the industry average turnover. Furthermore, turnover rates are even lower amongst staff with disabilities. Hence significant saving can accrue in respect of staff recruitment and training.



Figure 7. Business Benefits of UFIT

TASK 7. Relate the UFIT Goals with UTMF as a means to achieve the goals.

- The managers will examine the UFIT Goals.
- 14 elements of the UTMF in comprehensively either online or via the UFIT-Manager Toolkit with links to UFIT animations and video links. In each section questions are provided to probe managers position/ thinking on each element. Managers are encouraged to consider these questions overtime as they progress on the UFIT journey. Encourage managers to revisit this section over time.

Time: 15 Minutes

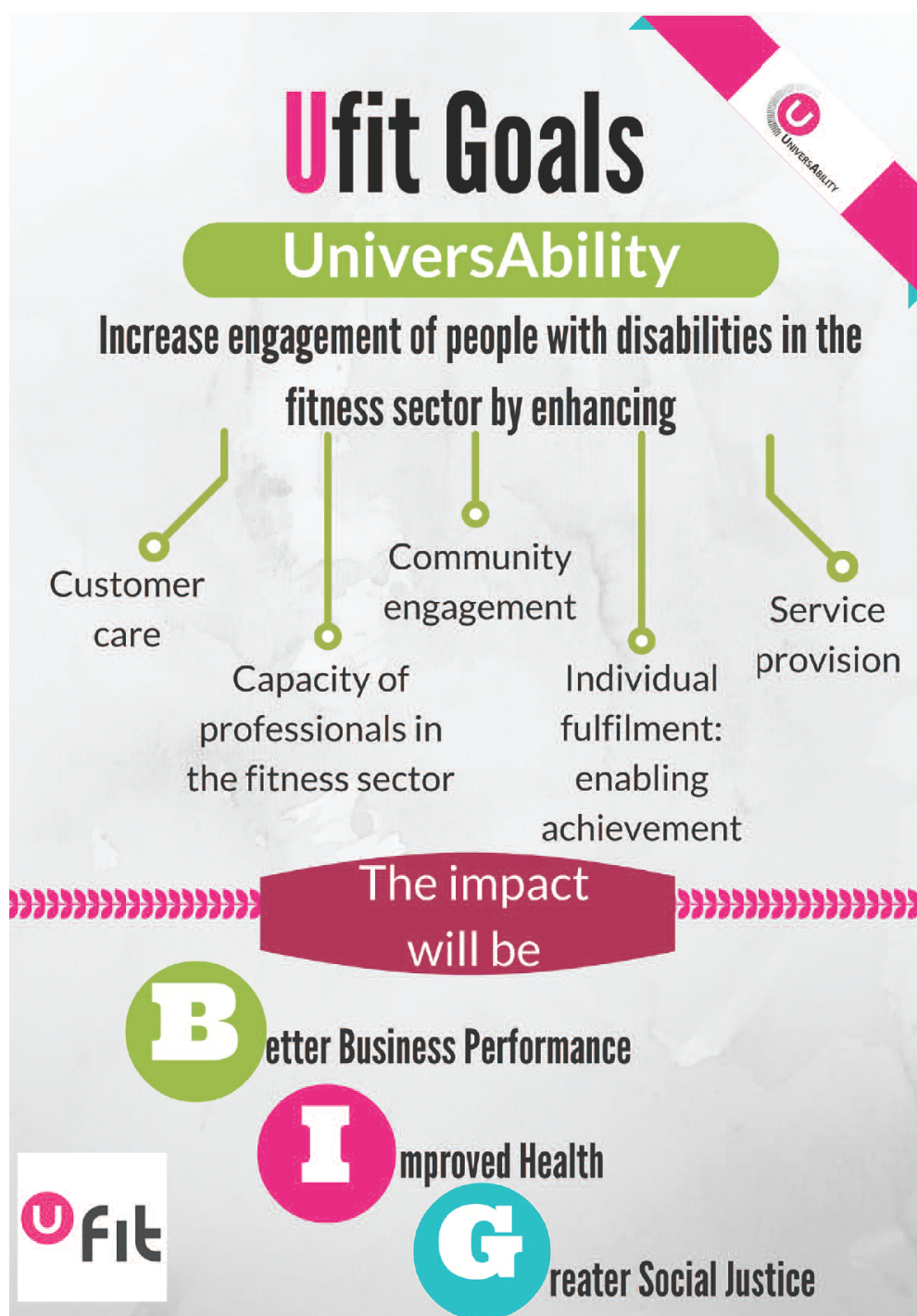
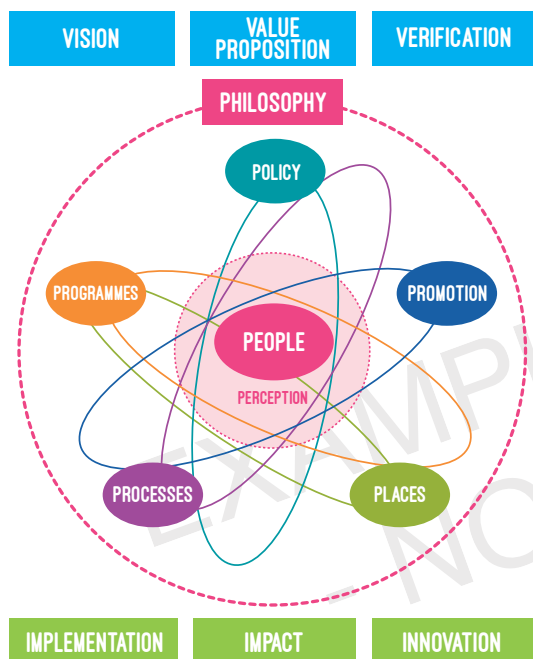


Figure 12. UFIT Goals

Overview of the UTMF Components

In this section the fourteen particles of the UTMF are going to be succinctly described with a view to providing a comprehensive understanding of the framework. The literature underpinning each element will be highlighted.

UNIVERSAL TRANSFORMATIONAL MANAGEMENT FRAMEWORK



The 3 V's

The 3 V's refer to the stage where fitness managers are not aware of the potential benefits that can be achieved by adopting a universal approach. At this stage, there is a lack of knowledge about the benefits and impact of inclusion and therefore, there is no stated intention to implement any organisational change to facilitate it. Neither is there a disability proofing of service delivery e.g. considering adapted equipment or enhancing staff competency in respect of inclusive practice.

However, as fitness professionals progress through each of the V's there is a major level of reflection and predisposition to act, even though there may not be any change yet. In other words, there may be a vague sense of the scope for enhancing provision and a recognition of the desirability for change in the direction of inclusion.

VERIFICATION

The evidence base which points to the scope for increasing an organisation's membership profile within their community.

There is evidence that lack of organisational will to change the way leisure is provided to a community is perceived as a chief barrier to inclusive service delivery (Schleien and Miller, 2010). For this reason, at the verification stage an organisation carries out research of the market and environment, aiming to get a better insight into the profile of customers for whom the organisation is catering. This task facilitates identification of potential groups that are currently being underserved, yet may possibly be attracted by adopting a more universal approach.

Montuori and Fahim (2004, p.261) declared that reflecting on diversity can "lead a person to explore her or his own assumptions and beliefs and to accept different ways of being and thinking". For instance, doing research to find out the number of people with disabilities or the ageing population that live in the community, can be a way to either identify potential future members of the organisation or improve the service for current members.

Further information can be found on the following video:

- Powtoons UFIT Revolution:
<https://www.youtube.com/watch?v=a-E0clEoulA>

REFLECTIVE QUESTIONS

1. Have you recently carried out market analysis?
What were the results?
2. Who is your target population?
3. What are your current statistics in terms of customers and stakeholders?
4. How does your organisation deal with diversity?

To obtain further information, please see further resources:

- Benefits for instructors: https://www.powtoon.com/show/co89XqpRZfv/instructors_UFIT_eng/
- Benefits for managers: https://www.powtoon.com/show/c33TLXW3P7W/benefits-for-managers_eng/
- UFIT-Manager Toolkit (Task 5) Benefits of Inclusion for the Fitness Sector

UFIT Programme Review

As with any new practice in an organisation it is good to review your practice and act on that review to improve practice. In the UFIT-Fitness Professionals Programme your staff will be also encouraged to review the programmes and services they offer. Review should occur on all levels and should give an opportunity for users to review their experiences also. Reviewing UniversAbility from the perspective of all users of your club/facilities is encouraged.

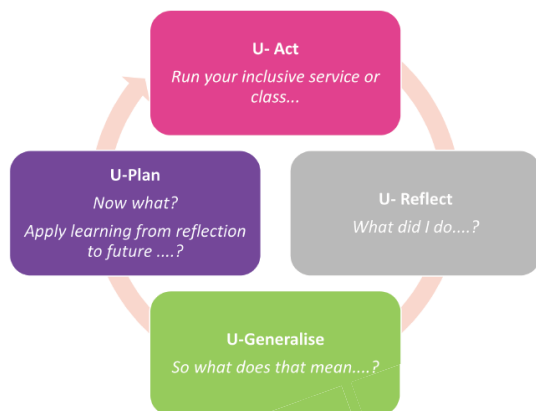


Figure 15. Kolb's Cycle of Experiential Learning applied to UFIT

UFIT Advocacy

There are two main agents of advocacy that can be identified within an organisation based on their roles:

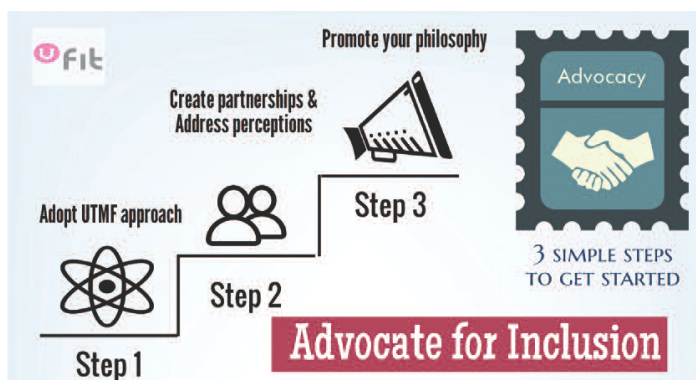
- **Fitness Managers:** Their role is crucial for adopting a universal approach in the organisation. Likewise, you can practice direct advocacy or policy advocacy and influence a greater number of external agents.
- **Fitness Professionals:** Fitness professionals lie at the heart of the customer relationship, hence they have the power to practice indirect advocacy by engaging with customers. They act as role models and embody the ethos of the organisation.

The following table synthesizes the main characteristics of the agents of advocacy:

Agents	Advocacy Technique	Aimed at	Skills Required
Fitness instructor	Indirect advocacy	Customers Allied professionals	Communicate and act as a role model in your facility and fitness sector networks.
Manager	Direct advocacy Policy advocacy	Stakeholders Potential clients Policy makers	Communicate and act as an ambassador for UniversAbility within the fitness industry to external organisations, stakeholders, policy makers, governmental institutions, etc.

The reasons for advocacy align with the health benefits explored in task 5. They combine;

a) business benefits b) health provision c) social justice perspective.



You can advocate in your club/facility, locally, nationally, internationally using all means available.

Share your UFIT experiences, be a part of the transformation towards a more inclusive society and fitness sector.

THANK YOU FOR JOINING THE UFIT REVOLUTION.

UFIT Fitness Professional Competence & Programme Overview

The fitness professional training has been designed to map to the 'journey of readiness' of the organisation, the professional and the client through the process, described in three phases:

- U - Prep** (you prepare to embrace UniversAbility)
- U - Act** (you act to inclusivize)
- U - Reflect** (you reflect with view to continuous improvement)

STAGE	COMPETENCIES - UFIT FITNESS PROFESSIONAL PROGRAMME At the end of this programme fitness professionals will be able to:
U-Prep	<ol style="list-style-type: none"> 1. Demonstrate personal and professional readiness to facilitate the involvement of people with disabilities 2. Prepare for the inclusion of people with disabilities
U-Act	<ol style="list-style-type: none"> 3. Communicate effectively with people with disabilities 4. Articulate the value of working with allied professionals regarding inclusion of people with disabilities 5. Demonstrate an ability to adapt for the individual considerations with which people with disabilities may present 6. Plan an effective fitness programme for people with disabilities 7. Implement the programme effectively
U-Reflect	<ol style="list-style-type: none"> 8. Demonstrate mindful reflection in your professional and personal practice 9. Evaluate and revise the UFIT programme for effectiveness 10. Advocate for UniversAbility in fitness environments.

Structure: The UFIT Fitness Professional Toolkit devotes a unit to each competence. Each competence unit outlines an overview of the competence, knowledge and skills, tasks, tutor notes, handouts and PowerPoint slides. The tutor can print or photocopy slides and handouts, and has access to electronic versions of all resources. A participant handout is available for distribution, participants should be issued this in advance of the course and advised to read through its contents. The UFIT Manager programme should precede this and the managers action plan, should inform the fitness professional programme.

Timeframe: The training takes place over 8 contact hours (6 on one day + 2 later on) dispersed with opportunities to put learning into action. There is a lot of material to cover in the timeframe, and the tutor will need to keep an on time. Allow for breaks as appropriate.

TASK 8: Introduce the Universal Transformational Management Framework (UTMF)

Introduce the Universal Transformational Management Framework (UTMF) (Slide 8) and distribute handout UFIT-FP 1.6

Also show the thinglink of the UTMF via powerpoint:
<http://www.thinglink.com/scene/631480941042204674>

TUTOR NOTES:

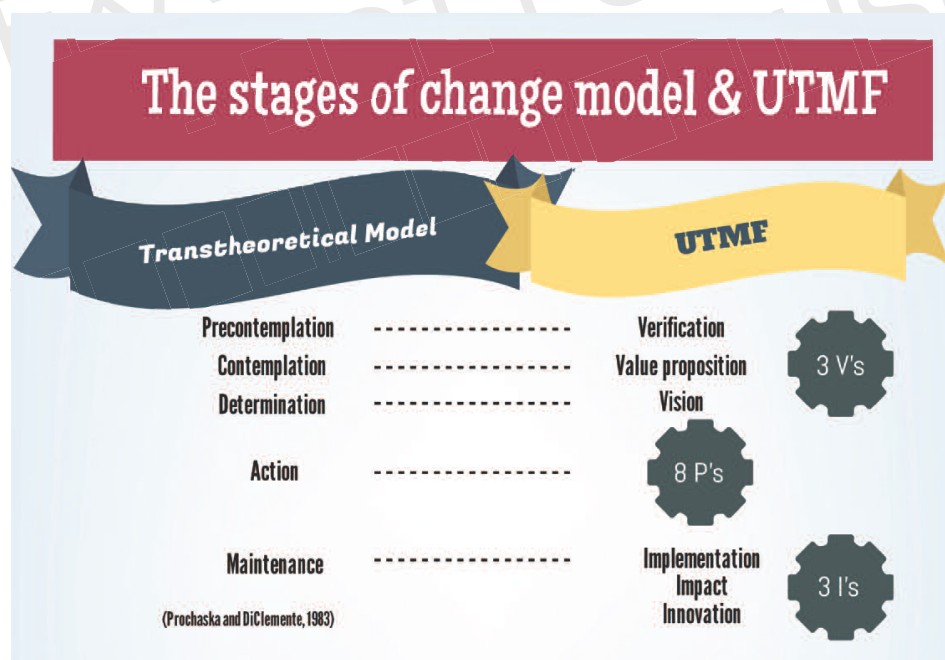
The UTMF should have been a topic of discussion between managers and instructors IN ADVANCE OF the UFIT training session. The UTMF is a 'transformative tool' which identifies ideas of inclusion for things that should/could be considered by fitness organisations in making their fitness offerings more inclusive. As stated already 'inclusivizing' the fitness sector involves thoughtfulness - the UTMF is a guide to stimulate focused thoughtfulness.

It has fourteen elements as follows (linked to the stages of change model).

3 V's which are considered during the contemplation stage of inclusion

8 P's which are considered during the action stage of inclusion

I's which are considered during the maintenance stage of inclusion and relate back to the P's



COMPETENCY 2: Prepare for the inclusion of people with disabilities

STAGE	COMPETENCIES At the end of this programme fitness professionals will be able to:	
U-Prep	1. Demonstrate personal and professional readiness to facilitate the involvement of people with disabilities 2. Prepare for the inclusion of people with disabilities	
COMPETENCY	KNOWLEDGE	SKILLS
2. Prepare for the inclusion of people with disabilities	2.1 UniversAbility of services/programmes as a continuous process	2.1.1 Exemplify the UniversAbility process
	2.2 Benefits of consulting with stakeholders (community, supports, resources)	2.2.1 Ongoing identification of and consultation with relevant community stakeholders
	2.3 Need for individualisation while respecting UniversAbility 2.4 Universal design principles, practice and regulations	2.3.1 Develop a plan to collaborate with stakeholders
	2.4 Universal design principles, practice and regulations	2.4.1 Identify national and international Universal design principles and regulations with examples of best practice
	2.5 UFIT Audit Tool	2.5.1 Use the UFIT Audit Tool (short version) to assess current UniversAbility
		2.5.2 Develop 'UniversAbility UFIT Plan'
		2.5.3 Implement 'UniversAbility UFIT Plan'

EX-

C2 OBJECTIVE 4: Understand the need for individualisation while respecting UniversAbility (twin track approach) (5 mins)

TASK 7: Explain twin track approach

Explain the twin track approach and facilitate participants to explore the benefits of this approach. Use flipchart to record feedback. Brainstorm the importance of tailoring a client-centred plan while working towards UniversAbility.



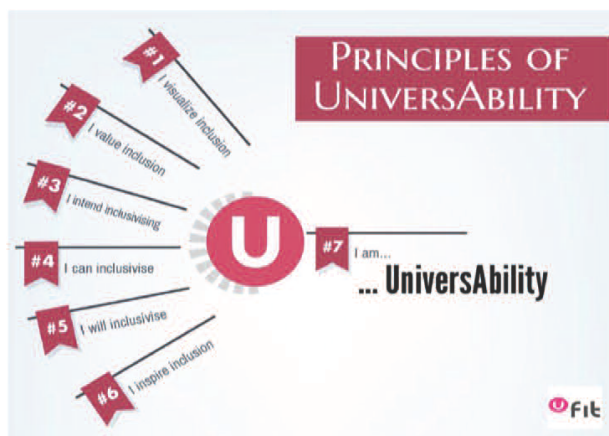
The twin track approach bridges the concept of mainstreaming diversity with practice. It promotes a balance between individualisation and UniversAbility and supports the path to mainstreaming diversity. Individualisation refers to considering the client's specific needs when designing fitness programmes, services and facilities which support UniversAbility in a mainstream setting.

TUTOR NOTES

Mainstreaming diversity aspires for the inclusion of diverse levels of ability to become the norm. This is the ultimate goal and it is important to remember that for an environment to support diverse levels of ability, the specific needs of individuals must also be considered in the design, implementation, monitoring and evaluation of programmes. This twin-track approach creates a balance that bridges both mainstream and ability specific activities. It also aims to empower people with disabilities by increasing their skills and self-efficacy. Individualised programmes ensure that the client's specific needs are being met, while also providing the instructors with an overview that will allow them to facilitate the inclusion of the client and provide appropriate activities. This may vary, for example some clients may prefer to work in ability-specific environments and group sessions initially. This allows the client to build their skills and self-efficacy and increases the likelihood of them choosing mainstream activities and opportunities in future. This also provides the instructors with an overview of the client's specific needs and ability, and is particularly supportive of the fitness professional in the early stage of inclusivizing.

C2 OBJECTIVE 5: Review Principles of UniversAbility (13 mins)

HANDOUT UFIT-FP 2.4 Principles of UniversAbility



TASK 8: Review UFIT Principles of UniversAbility

Distribute Handout UFIT-FP 2.4 Principles of UniversAbility. Explain and discuss.

TUTOR NOTES



TUTOR NOTES

There are various levels of regulation that apply to fitness operations: National/State; European/Federal; International

UNCRPD, Article 30 >> National legislation

UN Convention on the Rights of Persons with Disabilities (UN CRPD, 2006).

Article 30 (5) is most relevant to UFIT:

Participation in cultural life, recreation, leisure and sport

With a view to enabling persons with disabilities to participate on an equal basis with others in recreational, leisure and sporting activities, States Parties shall take appropriate measures:

- (c) To ensure access to such venues;
- (e) To ensure access to such services.

As an industry dedicated to finding solutions to the world's inactivity crisis, we are excited by the efforts of the UNESCO chair working toward universal access to fitness for all. We look forward to making that goal a reality.

Joe Moore, President and CEO of IHRSA; the Trade Association Serving the Global Health Club and Fitness Industry



**Lifelong
Learning
Programme**

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