# The Universal Management Framework

The Universal Fitness Inclusion Training (UFIT) exemplifies the Universal Management Framework which is a validated framework that has been developed at IT Tralee over 21 years. The use of this framework serves to embed inclusivity across all dimensions of application, welcoming people with diverse levels of ability into fitness sector operations. The framework is a comprehensive and balanced development guide and its use in the UFIT project embeds inclusivity across all dimensions of fitness sector management and operations.

The precursors are Verification, Values and Vision. **Verification** is defined as awareness of the need to embrace diversity. **Values** indicates the value of an inclusive approach. **Vision** refers to the willingness to embed this ideology into the philosophy of the intervention or organisation.
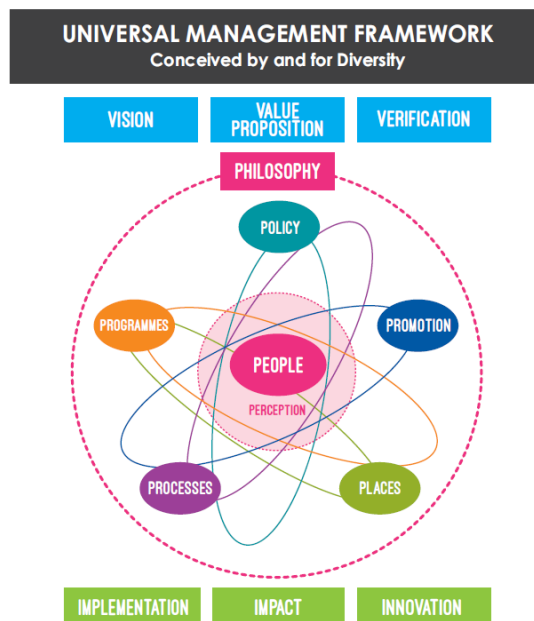
Philosophy refers to the values and ideology of the project or organisation which guide the work of those involved in implementation.

Policy indicates decisions that drive action. When written these decisions become a statement of intent which can be referred to when guiding protocol.

Processes are the methods used to *inclusivise* practice.

People embody the philosophy, processes and policies and are the most valuable asset to any organization or initiative, encompassing the staff, the partnerships and the interaction between them.

Programmes are the mechanisms that create change. The UNESCO Chair's suite of activities to *inclusivise* practice includes UFIT, EIPET and Project RECALL.

Promotion raises awareness of the ideology and activities of the organisation and can range from conferences, academic papers, mainstream and social media.

Places refers to the facilities, amenities, environment and geographical scope which enables inclusive practice.

Perceptions can be those of the end users and the personnel facilitating the intervention. The other Ps inform perceptions.

The three I's which support the process of inclusiving practice are Innovation, Implementation and Impact. **Innovation** indicates the necessity for new practices to facilitate this process. **Implementation** refers to the practicalities of the process, for example, cost, behaviour change etc. **Impact** highlights the importance of monitoring and evaluating the process. In this case monitoring and tracking of the use of the resources is key.