TECHNICAL MANUAL ON
SPORT

INTERNATIONAL
OLYMPIC
COMMITTEE

This page has been left blank intentionally

Technical Manual on Sport

5th Update Cycle – Post Vancouver Winter Games

Contractual Requirements and other Information

This Manual is an integral part of the IOC Host City Contract. The main contractual requirements found within this document are clearly marked with a triangle icon and indicated with a grey background. This Manual also contains key recommendations and educational information. It often refers to other IOC documents and Manuals.

Evolution of Contents

As stated in the IOC Host City Contract, the City, the National Olympic Committee (NOC) and the Organising Committee for the Olympic Games (OCOG) recognise that, while the content of the Technical Manuals represents the current position of the IOC on such matters, its content may evolve as a result of technological and other changes, some of which may be beyond the control of the parties to the Host City Contract. The IOC reserves the right to amend the Technical Manuals and it is the responsibility of the City, the NOC and the OCOG to adapt to such amendments so that the Games are organised in the best possible manner, as stated in further detail in the Host City Contract.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the purpose of planning, organising and staging an edition of the Olympic Games. This material and information is the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC.

Sharing of such material and information is only permitted, under the condition of strict confidentiality, with third parties assisting in the planning, organisation and staging of an edition of the Olympic Games provided that such third parties agree to abide by the terms of this Paragraph.

Photographic Credits

All images found within Technical Manuals are copyright of the IOC or licensed for use by the IOC, and may not be re-used without the consent of the IOC.

INTERNATIONAL
OLYMPIC
COMMITTEE

Table of Contents

Table of Contents

Table of Contents

7_265

Foreword

Introduction

The Olympic Games symbolise a unique venture as it has the power to deliver a significant experience which can considerably change a community, its image, and its infrastructure. The IOC recognises that the Games can be used as a tool to deliver a vision, in which the universal values of Olympism are promoted.

Seen as an integrated event, the Olympic Games are above all about Sport, Culture, and Sustainability. It is crucial to reassess the vision and spirit of what should be the ultimate delivery of the Games: an event combining Sport and Ceremonies geared toward delivering a unique experience to each and every client of the Olympic Games, as well as a long–lasting legacy for the host city and host communities. The technical manuals should be read keeping in mind this spirit, while simultaneously providing information about specific functions which are at the service of the Games' vision.

In order to maximise the opportunities and minimise the risks associated with organising such a large and complex event, the IOC provides guidelines and assistance to Olympic Games organisers. In this context, the Technical Manuals are created to serve as the guide to Games organisers in specific areas of Games management, while maintaining the spirit of the Olympics into the future and maximizing the opportunities to leave a lasting legacy.

The Olympic Games Experience

The Olympic Games Experience

Olympic Games clients wish to have a unique experience, one that merges concrete factors such as sporting competitions with other more intangible aspects such as a friendly atmosphere and cultural exchanges.

The power of the Games to inspire youth and the world in general requires both Excellence and Relevance. Excellence in the quality of the product – "doing things right" (preparation, staging, service levels, responsiveness, etc.) and Relevance in the way the Olympic experience is positioned – "doing the right thing", for example closely considering the context when developing all the elements that eventually make an Olympic experience truly unique (sports presentation, look elements, city atmosphere, messaging, etc.). Innovation and Optimization is therefore essential at all steps of the Games development: it allows for preparation and delivery of projects that can be less complex to manage and cheaper to develop or to provide the different stakeholders and the fans with a more stunning experience of the Games.
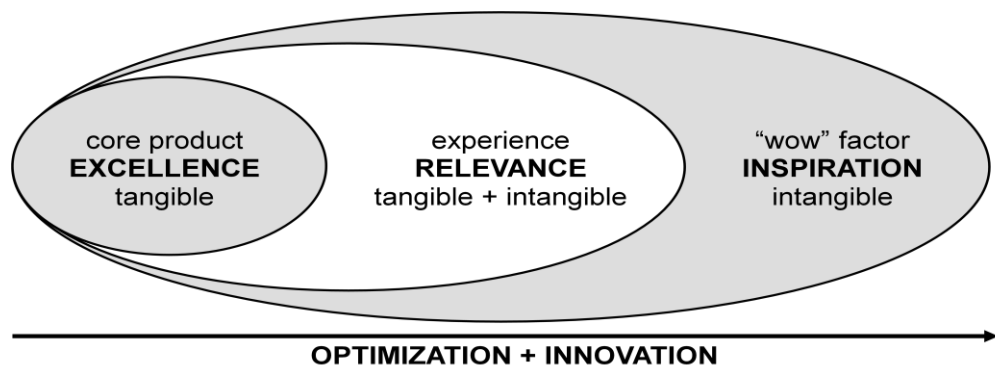
The following key principles underpin the vision and philosophy of the Olympic Experience:

- It is necessary for every party contributing to the Games' bid and organisation to share a common vision, mission and values
- All elements of the Olympic Games must be developed in a coherent and integrated manner, with a consistent management and delivery approach among all parties: the IOC, the stakeholders, and the Organisers.

The Olympic Games Experience, Continued

The Olympic Games Experience
(continued)

- The Organisers must have integrated management mechanisms linking the OCOG, National Olympic Committee and Public Authorities. Integration is critical in areas such as Operation / Function, Commercial, Client / Stakeholder, Product, Brand, Communication and Security. The key success factors of the Games do not lie solely within the OCOGs' hands but depend on a wide and complex network of stakeholders.

- It is key to address the global picture of client's needs and to ensure that stakeholders' obligations / agreed requirements are built into the foundation.

- It is essential for Organisers to adopt a client-orientated culture; it is this culture that enables differentiation between technically successful Games and an all-encompassing successful Games experience. The Olympic Experience is not homogeneous and needs to be personalized and adapted to specific context.

- The client culture is underpinned by the concept of reverse or backward planning: starting from a vision of the Clients' Games-Time experience (based on the client needs and expectations) and working backwards to "now", where now is any specific point in time during the planning phase.

The IOC Games Management Approach

Introduction

The IOC developed a Games Management approach around 4 core activities which are all integrated and run in a continuous cycle

- Define the framework
- Assists the organizers
- Monitor the Games preparation
- Evaluate the Games

This approach integrates transfer of knowledge tools, services and activities, as well as a 360 Games management approach. It ultimately supports the coordination of the Games preparation and the evolution of the Games' product ahd experience.

Transfer of knowledge

Underpinning the transfer of knowledge approach and fulfilling its role as a coordinator and facilitator in the transfer of information from OCOG to OCOG, with the objective of reducing the overall risk of staging a Games edition, the IOC initiated the Olympic Games Knowledge Management (OGKM) Programme.

It features extensive educational material and service offers for OCOGs. From on-going Transfer of Knowledge with the building knowledge capability methodology, ad-hoc workshops, the observer program during Games time or the debriefing post-Games – just to name a few – transfer of knowledge activities led by the IOC support the OCOG during its entire lifecycle from bid to dissolution. Technical Manuals are another integral part of this approach of knowledge transfer by providing users with educational information alongside contractual requirements. OCOGs are expected to fully participate in the IOC's transfer of knowledge activities; first by benefiting and learning, and then by contributing new and updated information and knowledge.

For the benefit of all the parties involved in the OGKM Program and especially the OCOGs, it is crucial that each OCOG engage in this collaborative program of knowledge creation, capture and sharing.

The IOC Games Management Approach, Continued

Games Coordination

The OCOG Games Management Team is the team responsible for leading the development and implementation of the tools and processes required to deliver the GRIP. These processes and tools should be endorsed and supported by the OCOG senior management. It consists of the planning and coordination team and of representatives of a number of relevant OCOG Functions, according to the phase of OCOG evolution. In order to ensure that the framework agreed between the IOC and the OCOG to implement the GRIP is respected, the OCOG Games Management Team must work closely with IOC Games Coordination team. This close collaboration should be supported by integrated tools and processes between the OCOG, the IOC and relevant stakeholders and delivery partners.

About the Games Readiness Integrated Plan ✖

The IOC recommends a planning framework that can be applied by Organisers to deliver the Games. This is called the Games Readiness Integrated Plan (GRIP). Organisers review the IOC–recommended framework, adjust it if necessary to fit their own context and agree to the revised framework with the IOC. The GRIP is an evolutionary planning framework in that each phase and output is a further evolution of the previous phase and output, starting from the Candidature File. Progressive learning, development and detailed planning over the lifecycle of the Organisers allow this evolution. See Technical Manual on Games Management for additional details.

A graphical illustration of the GRIP is found on the next page.

Games Readiness Integrated Process (GRIP)

The IOC Games Management Approach, Continued

The 360° Games Management Philosophy

Games Organisers have a joint responsibility to ensure the Olympic Games are relevant and correctly positioned according to the local and international context in which they take place in. In addition to managing the technical and operational aspects, Games Organisers require a more holistic approach to understand and anticipate the wider macro-environment trends in developing the overall strategy for the Games.

As a compliment to the IOC's existing Games management approach, the IOC has adopted a '360°' framework and philosophy in order to guide the future direction of the Games and ensure that Olympic stakeholders and delivery partners are aligned with the Games' long-term success. This framework not only encourages innovation and new developments but ensures Games functions are integrated and allows for improved understanding of the wider context the Games takes place in as well as promoting greater collaboration across Games organisers. It is important that Organising Committees also adopt a similar philosophy when defining their own Games' strategy and ensure this is integrated into their overall Games management approach.

A shared 360° vision across all Games Organisers enables the creation of compelling and coherent value propositions to all Olympic stakeholders and ensures that the Games remain as a premier event.

Key considerations

Games Size, Cost and Complexity

Since the original Games Study Commission report was published in 2003, the technical aspects based on the original recommendations have evolved into more of a philosophical approach. The "spirit" of the Games Study recommendation to better manage the size, cost and complexity of the Games is now applied by all Games organisers in the management of the Games, supported by effective transfer of knowledge.

This approach should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The key messages behind this approach are as follows:

- Maintaining the position of the Games as an excellent and unique sporting event while balancing the need to keep the investments associated with Games organisation under reasonable control
- Ensuring that host cities and residents are left with the best possible legacy from the Games

Key considerations, Continued

Sustainable Development

As societies around the world have become increasingly conscious of environmental threats and challenges and the need to shift to more sustainable practices, so too has the Olympic Movement. This shift has been gaining momentum since the early 1990s.

The Olympic Games are above all about sport and the athletes, but they can be a catalyst for change and produce important sustainability outcomes if they are planned, managed and conducted in a way which minimizes the adverse environmental impacts and effects. The Games can also be used to provide sustainable environmental legacies, such as rehabilitated and revitalised sites, increased environmental awareness and improved environmental policies and practices. They can further encourage and facilitate strong environmental actions, as well as technology and product development in a city, country and beyond, through the educational value of good example.

For more information on Sustainable Development and the Olympic Games, please refer the Guide on Environmental Management and the Guide on Olympic Legacy.

Legacy

Legacy is a concept that has gained importance over the past few years. Today no event, whatever its size and complexity can avoid a vision of its legacy. The Olympic Games integrate this concept from the early stages of the bid phase, encouraging the bid cities to develop a unique vision for the legacy of their Games.
Throughout the lifecycle of the OCOG ending up with its dissolution, Legacy aspects are considered and part of the decision making process. The IOC monitors the legacy vision, its management and the post-Games effectiveness of it.
For more information on Legacy and case studies of past Games, please refer to the Guide on Olympic Legacy.

Use of the Olympic symbol

The Olympic symbol is unique. It is the visual representation of Olympism and its use is both a privilege and a responsibility. Clear guidelines for its use have been designed by the IOC to ensure that its integrity is maintained in every way and in every place it is used, while ensuring its visibility and inclusiveness. The "Olympism and the Olympic Symbol – Principles and Usage Guidelines" provide direction for the use of the Olympic symbol by the Olympic Movement and its authorised stakeholders. All rights to the Olympic symbol and other Olympic properties belong exclusively to the IOC and may be used only with the express prior written consent of the IOC.

Paralympic Games

**Paralympic
Games**

✖

In order to provide Games organisers with a complete picture of a given Games subject and to promote an integrated planning approach, both Olympic Games and Paralympic Games information is integrated within most of the Technical Manuals. General information may apply to both Olympic and Paralympic Games even though not explicitly mentioned, while Paralympic-specific information is identified as such, usually at the end of each main chapter or through the IPC reference symbol. All other information concerning the Paralympic Games can be found in the Technical Manual on Paralympic Games and its attached appendixes or directly through the IPC.

About Technical Manuals

Presentation ✕

The IOC shares with OCOGs contractual requirements and educational information that can be described as follows:

OLYMPIC CHARTER

The Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement and it governs the organisation action and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games.

HOST CITY CONTRACT

The Host City Contract sets out the legal, commercial and financial rights and obligations of the IOC, the Host City and the NOC of the host country in relation to their specific Olympic Games (it is therefore different from Games to Games). In case of conflict between provisions of the Host City Contract and the Charter, the Host City Contract shall take precedence.

MASTER SCHEDULE

All planning requirements (deliverables and milestones) are marked in a Generic Master Schedule, an executive road map used by the IOC to outline the key Games deliverables and to monitor the Games preparations. The Generic Master Schedule when delivered to OCOG is then adapted per Organising Committee into a Specific Master Schedule, reflecting organisers' planning evolution. This information is the necessary planning complement to the Technical Manuals, and available through the IOC Games Dept.

TECHNICAL MANUALS

IOC Technical Manuals are documents that contain key educational information on a specific subject (Games function or theme), related to the organisation of the Olympic Games and the Paralympic Games: functional requirements, constituent perspective, planning information, current practices. Technical Manuals are also annexes to the Host City Contract, and therefore contain contractual requirements, which are identified as such. Technical Manuals can be found in e-version only on the OGKM Extranet (http://extranet.olympic.org).

OLYMPIC GAMES KNOWLEDGE MANAGEMENT

Information from the IOC's Olympic Games Knowledge Management (OGKM) Programme is found on a specific extranet (http://extranet.olympic.org), which contains reports, examples and data from previous Games experiences. More information on this Programme can be found in the Technical Manual on Games Management and in the Technical Manual on Information and Knowledge Management.

GUIDES

Guides are documents that contain key educational information on a specific subject related to the organization of the Olympic and Paralympic Games. Unlike the Technical Manual, these documents do not contain any contractual requirements. They are positioned as best practices and key recommendations in their respective fields, which are recommended to be integrated in the planning and staging of the Olympic and Paralympic Games. The Guides can be found in e-version only on the OGKM Extranet (http://extranet.olympic.org).

About Technical Manuals, Continued

Spirit of Technical Manuals

The content found within the Manuals represents the IOC and its partners' best understanding of the specific theme at a given moment in time, and must always be put in context for each Games edition. Even a requirement with a distinct objective may vary from Games to Games, and therefore a spirit of partnership should be shared with the Games organisers to allow for the evolution of the requirements. This is especially true as the Manuals are updated following the evaluation phase of each Games.

How to read a Technical Manual

Technical Manuals are intended to be read as reference documents, such that a user does not need to read from front to back, instead being able to go directly to specific pieces of information found within the document. The beginning of each Technical Manual contains generic sections summarising key information from that Manual. The detailed content begins with chapter (or part) one. Each chapter also begins with a summary of its content that should allow easy identification of useful information for a user.

An executive summary has been written for each Technical Manual, to allow a high level and quick understanding of the key issues each manual is addressing. All the executive summaries are compiled into one single document. This document can be found in e-version only on the OGKM Extranet.

Supporting information such as data, statistics and case studies are now found on the OGKM Extranet. This platform is to be seen as complementary to the Technical Manuals, providing with more details and complementing information.

Updates to Technical Manuals

Technical Manuals are updated as part of the post-Games evaluation process, following each edition of an Olympic Games. This process includes the official Debriefing as well as meetings with and reports from all stakeholders, in which changes to policies, working practices and recommendations are set. These changes are subsequently formalized within the Technical Manuals, which are republished with the updates. Therefore, all Manuals are published with the same edition number (currently 5th Edition). All changes are outlined in the "Changes from Previous Version" chapter, found at the beginning of each Manual.

About Technical Manuals, Continued

Presentation

Specific information is marked in the Manual using icons and grey backgrounds. The following table gives a description of their signification:

Description	Type	Presentation
Requirement that has to be fulfilled by the OCOG as part of the Host City Contract or the Marketing Plan Agreement	Contractual Requirement	△
Reference to information (generally rules) that is not available directly through the IOC	Third-party reference	⬚
Reference to IPC information or requirements	IPC reference	▸ IPC
Reference to another IOC document	Cross-reference	✖

I   Executive Summary

Introduction

The Olympic and Paralympic Games are the greatest sporting events in the world gathering the best athletes from around the globe and attracting millions of spectators both in the venues and via worldwide broadcast coverage. The OCOG Sport department is responsible for ensuring that the athletes of the Games are provided with the best environments and opportunities to train and compete. The department delivers these services and ensures that other OCOG functions and external entities understand the athletes and International Federations (IFs) requirements.

Sport should be the focus of the organisation of the Games at all times. It plays a key role in ensuring the Games provides a legacy to the Host city in relation to the ongoing development of sport at all levels; from community participation to elite performance.

The Sport department is generally divided into three programmes covering the main areas of responsibility namely Sport Competition Management, Sport Planning, Policy and Operations and Sport Services. The Sport Director will be one of the earliest appointments made once the OCOG is constituted and must be a member of the most senior executive team in terms of experience and decision making authority within the OCOG, including membership of the OCOG Executive Management body. The Sport Director will have the appropriate resourced office to manage the Sport department budget, recruitment for all three programmes and management of the relations with the IOC/IFs/ASOIF and AIOWF.

Sport Competition Management is responsible for the planning and management of all the sport competitions. The primary objective is to implement the regulations of each IF to deliver each sport at the highest level. This includes providing the services to all IF personnel and technical officials in order to enable them to conduct their Games time activities, in support of the competition. Due to the importance of the IF relationships and agreements this is a core role for the sport department to perform against agreed service levels and high expectations. Competition Management also manage the team of sport managers and staff (including volunteers) for each venue; ensure all the requirements for sport are met including the identification, supply and services associated with sports equipment used in all competition and training venues.

Executive Summary, Continued

Introduction
(continued)

Sport Competition Management (continued)
Other responsibilities include identifying the training facility provisions for all athletes both Pre Games and Games time and setting the test events schedules and scoping sports activities for each test event.

Sport Planning, Policy and Operations manage the central planning, integration and project management for the whole Sport department. They take responsibility for coordinating the overall planning process including the development of generic sport policies and works closely with other relevant OCOG functions in the development and implementation of those policies across the OCOG.

Working closely with the publications function Sport Planning, Policy and Operations are responsible for the creation, design, editorial content/approach and production of all sport-specific publications and reports that have a sport content. Sport Planning, Policy and Operations should also be responsible for the development of policies, operating guidelines and the running of the Sport Operations Centre (SOC) as a key element of the OCOG Main Operations Centre (MOC), the Sports Information Centre (SIC) located in the Olympic Village and the Olympic Village sports facilities.

Sport Services provides specific expertise and essential services to each sport competition team with particular emphasis on technology-based services through close liaison with the OCOG Technology function and their suppliers. These services include Olympic Sport Results and Information Services (ORIS), provision of scoreboards, video boards, timing, judging systems for each sport competition, management of OCOG Sport Entries Systems and managing sport presentation, including provision of resources for the effective presentation of each sport at the competition venue.

One of the key tasks of Sport Services is to develop and manage the Competition Schedule. This is an evolving timetable in the early stages and should be presented on an appropriate software format for continued consultation with each IF and Olympic Broadcast Services (OBS), Ticketing, Venue Operations and Transport functions of the OCOG.

Executive Summary, Continued

Introduction
(continued)

Sport Services (continued)

Sport plays a key role in the OCOG and needs to liaise closely with those OCOG programmes and functions that have a responsibility for providing services for the athletes and IFs, e.g. Accommodation, Cleaning and Waste, Doping Control, Food Services, OBS, Medical, NOC Services, Olympic Village, Press Operations, Transport, Venue Construction and Venue Operations. Sport is responsible for providing the actual requirements, level of service etc. and the relevant OCOG function will deliver those requirements primarily through the venue team.

The Paralympic Games and the Olympic Games should be organised in an integrated manner within the OCOG, with the OCOG Sport department being responsible for the organisation of sports in both Games. In principle, the responsibilities undertaken by the three Programme areas of the Sport department for the Olympic Games are fully applicable to the Paralympic Games.

II   Changes from Previous Version

Presentation   This section lists the main changes found in this version in relation to the previous one.

Section	Change
Generic	An editorial review of the text of this manual has been conducted. It aimed at reviewing spelling and grammatical errors only.
Generic	Provides additional clarifications on difference between the organisation of Sport in Summer and in Winter Games, where relevant, with specific examples from Vancouver 2010
Generic	Provides additional clarifications regarding key responsibilities of Sport Department actors and stakeholders
Generic	Further emphasis on sport legacy planning
1.5 Relationships with IFs	Additional responsibility included regarding the clearance of music used by athletes during competitions
1.9 Legacy Opportunities	New/Upgraded Training Venues – decrease from 6–10 to 4–6 winter training venues
1.6 Key External Relationships with Sport	Update of the section regarding National Olympic Committees and their roles and responsibilities
2.6 IF Relations and Memorandums of Understanding	Contractual requirement on Technical Obligations for Ifs – provides additional clarification regarding contractual obligations
2.7 Test Events	Provides additional clarifications and key elements to consider
2.8 Competition Venues	Contractual requirement on IF Visual Recognition – reinforced IF recognition in competition venues
2.10.1 Pre-Games Training	Addition of section regarding IF involvement in pre-Games training
2.10.2 Games-Time Training	Contractual Requirement on Games Training – provides additional clarification on the opening of the training venues
3.3 Technical Officials and IF Services	Integration of the notion of Race Director
3.6 Sport Information Centre	Modification of accommodation requirements for IPSF Games Officials and access to information services
4.1 Sports Results	Update of PRIS requirements
4.3 Sport Presentation	Addition of the issue of rights clearance to specific budget considerations in project management
Identification of Technicians	New section on Ski Racing Suppliers (SRS)

III   Cross-referenced Documents

Presentation

This section lists all cross-referenced documents within this Technical Manual. The links are also embedded in the text across the manual.

List of cross-references

Here is a list of all documents this Technical Manual refers to:

Document name with hyperlink
Olympic Charter
Host City Contract
Accreditation and Entries at the Olympic Games – Users' Guide
2018 Candidature Procedure and Questionnaire
IOC Guidelines regarding Authorised Identifications for the Olympic Games
IPC Handbook
Technical Manual on Accommodation
Technical Manual on Arrivals and Departures
Technical Manual on Brand Protection
Technical Manual on Ceremonies
Technical Manual on Communications
Technical Manual on Design Standards for Competition Venues
Technical Manual on Games Management
Technical Manual on Information and Knowledge Management
Technical Manual on Media – Part 2 – Broadcasting
Technical Manual on Medical Services
Technical Manual on Olympic Village
Technical Manual on Paralympic Games
Technical Manual on Protocol and IOC Protocol Guide
Technical Manual on Sport Classification
Technical Manual on Ticketing
Technical Manual on Transport
Technical Manual on Venues
Technical Manual on Workforce

IV Contractual Requirements List

Presentation This Manual is an integral part of the Host City Contract and therefore contains contractual requirements that the OCOG is required to fulfil. This section lists the main contractual requirements contained within this Technical Manual, including the page number on which to find them in context.

List of Contractual Requirements

Titles of the Contractual Requirements	Page
Standards for Organising Sport for the Olympic Games	38
Sport Manager for Every Sport	77
Technical Obligations for IFs	88
Requirement for IF Memorandum of Understanding	89
Organisation of Test Events	92
IF Venue Requirements	99
Candidate City Requirements	99
Olympic Venues	99
Proposed Changes of Venue	99
Field of Play Approvals	100
IF Visual Recognition	101
Paralympic Competition Venue Requirements	102
Training Facilities	107
Games Training	111
Use of Flags	118
Location of Sports	131
Duration of Competition	131
Freight	134
Expenses for Technical Delegate	144
IF Visits to Host City	145
Technical Officials	146

Contractual Requirements List, Continued

**List of
Contractual
Requirements**
(continued)

Titles of the Contractual Requirements	Page
Numbers and Services	146
Technical Officials Accommodation	150
Approval of Per Diem	150
IF Officials Uniforms	152
Transport	153
IF Premises and Facilities	156
IOC Approval of Publications	158
Sport Explanatory Books	160
Sport Information Centre (SIC)	168
Results	170
Identification on Scoring and Timing Equipment	177
Design and Approval of Sport Entries Forms	186
Overall Sport Presentation Concept	210
Consultation by IFs and OBS on sport-specific Sport Presentation concept	210
Images and Videos	210
Transfer of Knowledge	210
Competition Schedule	215

V Glossary

Presentation

In this section you will find all terms relevant to this specific Technical Manual. Please note that these definitions are used for information and educational purposes only to assist with the reading of this Manual.
For more terms, you can access the online Olympic Terminology.

Term	Definition
Memorandum of Understanding (Cooperative Agreement)	An agreement between the OCOG and the IF that serves as a reference tool for managing expectations by clearly defining the deliverables and services that the OCOG will provide to the IF, and vice versa, together with an explanation of how the OCOG and IF will work together to finalise the specific arrangements as required by each sport for the Games.
Delegation Registration Meeting (DRM)	Every NOC must attend a DRM with the OCOG prior to being permitted entry into the Olympic Village. The DRM is the official registration of all athletes and team officials to participate in the Olympic Games. The OCOG and NOC agree on all names and entitlements of athletes, in which sports they have qualified and will participate. The OCOG and NOC will also agree on the names and entitlements of team officials in-line with the IOC Accreditation Guide. Based on the confirmed delegation size, the OCOG at the DRM will determine the number of Olympic Village beds and other services to each NOC. NOC Services is responsible for the management of the DRM process.
Detailed Competition Activity Schedule (DCAS)	Identifies to the minute the activities each sport competition team will complete on a daily basis for each session of competition. It lists all the key activities that are directly related to the Field of Play and competition.
Detailed Sport Activity Schedule (DSAS)	The DSAS includes the DCAS but also includes all the key activities leading into the competition, starting from the time the sport competition team move into the competition venue through to the bump out.

Continued on next page

Glossary, Continued

Presentation (continued)

Term	Definition
Field of Play (FOP)	For the purpose of a generic definition, FOP is defined as that area used for the sporting competition plus the immediate and surrounding support areas at which a boundary separates the attendant spectators. The design and specifications of each Field of Play varies from one sport to another and are in accordance with IF rules. As such, the boundaries of the FOP and activities permitted to take place in it are distinct for each sport. In sporting vernacular, the FOP is often referred to as court, field, pool deck, track, ring, course, arena (or similar name).
Sport Entries and Qualification System (SEQ)	The tool used to manage and process all of the athlete entries, developed in conjunction with Technology.
Sport Accord (formerly GAISF)	Groups together International Sports Federations and various other associations with the aim to: defend worldwide sport, become better informed and to inform, co-operate together and to co-ordinate their activities. Sport Accord hosts a General Assembly annually.
IF Officials	President, General Secretary (and/or equivalent executive position), Technical Delegates, Executive Board Members, Staff and Guests of the International Federations.
Technical Delegate (TD)	Those representatives of an IF typically charged with the responsibility of ensuring that all technical aspects of planning and managing Olympic competition are undertaken. Usually considered the highest IF authority in the Field of Play (FOP) in relation to all technical matters.

Glossary, Continued

Presentation (continued)

Term	Definition
Technical Officials	The client group 'Technical Officials' refers to those people identified by each International Federation who have the technical authority required to stage and administer the competition. Typically, technical officials include judges and referees in addition to other sport-specific officials. There may be both international and national technical officials, depending on the rules and regulations of each particular sport.
Judge	The role, responsibility and function of judges vary from sport to sport, according to IFs' rules. The judge is appointed by the IF as an international or national technical official with specific duties in relation to judging, staging and administering the competitions.
Jury	A Jury is the body composed of Technical Officials appointed by the International Federation in charge of making rulings on all technical questions concerning their respective sports. The specific role, responsibilities and functions of the Jury vary from sport to sport, according to IFs' rules. Their decisions, including any related sanctions, are without appeal, without prejudice to further measures and sanctions which may be decided by the IOC Executive Board or Session (OC, July 2007, bye-law to rule 47, point 4.2).
Referee/Umpire	The role, responsibility and function of the referee/umpire vary from sport to sport, according to IFs' rules. The referee is appointed by the IF as an international or national technical official with specific duties in relation to arbitrating, staging and administering the competitions.
Homologation	A system of certification of the FOP by Technical Delegates, or other IF-approved expert in accordance with IFs' rules, every set number of years (varies by sport) to qualify to host high-level events.

Glossary, Continued

Presentation (continued)

Term	Definition
Sport Operations Centre (SOC)	The central coordination point for the OCOG Sport Function during the Games. The purpose of the SOC is to provide a physical location and process for centralised information, coordination, reporting and decision-making.
Sport Equipment	Equipment used during Test Events, training and competition, for the Olympic and Paralympic Games. The Sub-Programme which manages the sport equipment project.
Sport Information Centre (SIC)	Located in the Olympic Village, the SIC provides the best possible information related to competition and training and the services needed by all NOC/NPC members who live in the Village and have access to the Residential Area.
International Paralympic Sport Federation (IPSF)	An independent sports federation recognised by the IPC as the sole world-wide representative of the specific sport for athletes with a disability and being granted the status of Paralympic Sport by the IPC.
IPSF Games Officials	The Paralympic-specific designation, synonymous with that of IF technical officials for the Olympic Games used to define the group encompassing IPSF technical delegates, technical officials, classifiers etc. For purposes of continuity and clarity, references made to IF technical officials throughout this Technical Manual may also imply IPSF Games Officials.
WFSGI	The World Federation of the Sporting Goods Industry is a central body for all manufacturers and suppliers of Sports Equipment.

VI   Games Readiness Integrated Plan

Outputs
✖

The Games Readiness Integrated Plan (GRIP) key outputs and their content for this Manual are described below. Further information on the elements of the GRIP can be found in the Technical Manual on Games Management.

Candidature File
✖

The Candidature File contains the compilation of a Candidate City's answers to the Candidature Procedure and Questionnaire. It is the starting point for the organisation of Sport for a host city.

The Candidature Procedure and Questionnaire includes a Sport and Venues Theme, which asks Candidate Cities to provide the following information related to Sport (Refer to the Technical Manual on Venues and the Technical Manual on Design Standards for Competition Venues for details on the Venues aspects of this Theme):
- Proposed Competition Schedule;
- Proposed Test Event period; and
- Experience of the Host City, region and country in organising international sports competitions.

The following Sport guarantees must be included:
- IF agreements for use of venues

Games Readiness Integrated Plan, Continued

Games Foundation Plan

The Games Foundation Plan is the first formal update of the Candidature File with a much more detailed understanding of the task ahead and an emphasis on how the Organisers intend to organise and stage the Games.

The document sets the overall vision, objectives and strategies for hosting the Games, puts forth how the Organisers intend to structure themselves and work together, and provides an overall planning roadmap for the preparations.

The Games Foundation Plan has a Games-wide focus.

Sport is a central element in the Games Foundation Plan. Sport content should include:
- Sport mission and objectives;
- Sport position within OCOG;
- Staffing plan and structure for Department;
- Roles and responsibilities of Sport and Sport's Programme Areas;
- Structural evolution of each Programme Areas within Sport ;
- Sport Master Schedule;
- Key milestones;
- Appointment of Sport Director;
- Establishment of main contact points in IFs;
- The process for providing Sport and IF input into venue design;
- Review documentation of previous OCOGs;
- Review bid obligations;
- Review of internal and external interfaces; and
- Specific exclusions.

Games Readiness Integrated Plan, Continued

Sport Operating Plan Content ✘

The Technical Manual on Games Management provides detail with respect to the evolution of the functional operating plan.

This Technical Manual specifically addresses content that should be developed for Sport and thus appears in the respective versions of the Sport Operating Plan.

Sport-specific content that should be included in the respective versions is listed below:

- Sport Function structure and responsibilities;
- Sport Department evolution;
- Internal and external interfaces;
- Communication policy with IFs and key point(s) of contact within the OCOG;
- Draft strategy, policy and schedule for Test Events;
- Schedule of attendance at key IF events for sport staff observation and experience;
- List of training venues;
- Coordinating and writing the content of the Sport Operating Plan;
- Up-dated Sport Master Schedule ;
- 1st Draft Competition Schedule by day;
- Final version of IF Memorandums of Understanding structure and content;
- Report on MOU signing off status;
- Sport Budgets for staffing, travel and incidentals;
- Final numbers for ITOs, NTOs and IF Officials;
- List of final Competition and Training Venues locations;
- Final staff and sport volunteer numbers;
- Sport Volunteer Training Programme description;
- Draft Detailed Competition Activity Schedule;
- Sport equipment suppliers list;
- Training venues list;
- Training venues refurbishment and/or construction needs;
- NTO training requirements;
- IF and Technical Official accommodation locations and numbers;

Games Readiness Integrated Plan, Continued

**Sport Operating
Plan Content**
(continued)
✖

- Explanatory Book content draft;
- NOC Team Leaders Guide content;
- Technical Officials Guide content;
- Draft Sport Policies and Procedures;
- Draft list of sport contingency plans;
- Draft Sport Operations centre operating plan;
- Draft Sport Information centre operating plan;
- Competition Schedule by Session;
- Detailed Competition Schedule by Event;
- Draft of training schedule;
- Schedule of draws for sports;
- Video board, Scoreboard, Timing and Scoring equipment requirements;
- Music, video and entertainment production concepts;
- Results technology services requirements;
- Sport Presentation Creative Plan;
- Generic template for cue sheets; and
- Design of Sport Entry Forms and SEQ Manual.

**Model Venue
Operating Plan**

The Model Venue Operating Plan takes the generic competition venue operations information provided by the IOC and applies these standard venue concepts to a specific Games venue. The OCOG produces one Model Venue Operating Plan integrating the planning of all Functions involved in venue operations.

The venue selected by the organisers is deemed as appropriate for modelling operations for other venues. As such, it should be a venue that includes all typical venue operations and has both Olympic and Paralympic phases of operation.

Games Readiness Integrated Plan, Continued

Venue Operating Plans

Venue Operating Plans are developed for each venue, both competition and non-competition, by applying the standards developed in the Model Venue Operating Plan. Each plan outlines how a specific venue will operate at Games-Time, identifies policies and procedures, explains the venue layout and the resources required to run the venue, defines who is responsible for what in and around the venue, explains how the venue team will interact and how it will fit within the Games Command and Control structure.

It should be noted that Venue Operating Plans are developed in stages. A first draft is developed then amended to apply for test events. Lessons learned from the test events are then integrated into the plans and additional detail is developed before Games time.

Introduction

Overview

Limits

This Manual provides information specific to the organisation of Sport for the Olympic Games and does not attempt to relate to the organisation of World Championships or other high level international sporting events.

Context

The Technical Manual on Sport is based on the IOC Olympic Charter and Host City Contractual Requirements, supplemented by advice, direction and guidance in the form of Olympic Games best practices which are drawn from the experiences of previous Games.

Sport as the Focus of the Olympic Games

One of the main requirements of the OCOG is to host first class sport competitions while ensuring that the athletes are provided with the best possible platform to achieve their sporting goals.

The OCOG Department responsible for providing and managing sport competitions during the Olympic Games, is the Sport Department. This implies Sport to be the central component to the organisation of the Olympic Games. In order for the sport competitions to be very well-organised, Sport shall play a leading and influential role within the OCOG and liaise very closely with the IFs, the IOC, the host NOC and the National Sports Federations of the Host Nation.

International Federations

Each IF is responsible for defining the technical requirements for competition and training venues and for sport competition, as well as for the supervision of the respective sport competition, in accordance with the IF rules and under the direction of the IF Technical Delegates.

Overview, Continued

International Federations (continued)

The IFs' experience, knowledge and expertise, however, go well beyond the Field of Play and therefore should be consulted as much as possible on all elements affecting sport and the athletes. The following principles should be taken into consideration to ensure optimal results:

Bilateral contact

Established between the OCOG and each IF to ensure an exchange of information, and a mutual understanding of each other's needs and requirements and formulated within the MoU;

Client Service Approach

The IFs are one of the key Olympic client groups. The servicing of these groups is at the heart of efforts to deliver the Olympic Experience;

Flexibility

Due to the varying complexities and individual nature of each IF, there will always be a necessity to examine exceptional cases depending on the sport. The OCOG should be sensitive to the fact that sport, and the underlying rules and regulations of the individual IFs, are in a constant state of evolution and change, and that the IOC will apply, as per the IOC Host City Contract, the IF rules at the time of the Games.

Issue Resolution

Should a disagreement emerge between an IF and the OCOG concerning the IF requirements, an effort should be made to resolve the issue at hand between the OCOG and IF. The OCOG and IF should refer to the IOC if the two parties cannot reach a final resolution on the matter.

References to Paralympic Games
✗ ▸IPC

For the Paralympic Games, the services provided should be based on similar principles to those applicable to the Olympic Games. Further Paralympic-specific information is contained in the sections marked with an IPC reference (▸IPC) in this Manual and can also be found on the OGKM Extranet (http://extranet.olympic.org). Rules pertaining to the Paralympic Games are further articulated in the Technical Manual on Paralympic Games.

1 Sport

Overview

Introduction

This chapter outlines the requirements for the OCOG to organise the sport elements of the Olympic Games and the organisation of the Sport Department.

Standards for Organising Sport for the Olympic Games
△ ✕

According to the Host City Contract, the City, the NOC and the OCOG undertake to respect the technical standards for each sport, including the provision of adequate and properly equipped sports competition venues and training venues commensurate with Olympic level competition and the number of competitors expected to participate in the Games, as proposed by the relevant IF and as shall be approved by the IOC.

Summary

Sport is the central pillar of the Olympic Games' existence. The competing athletes are the heroes of the Olympic Games and the key stakeholder of an OCOG.

The primary responsibility of OCOG is organising first class sport competitions and ensuring that the athletes of the Olympic and Paralympic Games are provided the best environment and opportunity to train and compete. It is the Sport Department within OCOG who is in charge for ensuring the OCOG fulfils this responsibility.

The Sport Department ensures that other OCOG Functions and external entities understand the athlete and International Federation (IF) requirements so that they can deliver the appropriate client services.

Overview, Continued

Summary
(continued)

The Sport Department ensures that the athletes and the sport competitions remain the focus of the organisation of the Olympic Games at all times. Sport is the primary source of all information relating to the sports on the Olympic Programme and the requirements of the athletes and IFs. Sport has a responsibility to inform and educate all Functions within the OCOG and external parties involved in the provision of services for the athletes, IFs, NOCs, etc. The client service approach requires that the OCOGs' senior decision-making processes will include the client experience as a key input, rather than as an outcome which requires Sport to be present in the senior decision-making structures in the early stages and throughout OCOG planning and operation cycle.

This chapter provides an overview of the scope of the Sport Function including a model on the evolution of the organisation and structure. It also covers the key areas of key clients, staffing, budgets and departmental management strategies.

Key Interactions

Internal

Service Providers: All OCOG Functions
Clients: OCOG Venue Teams

Key internal interaction: Internal functions with the strongest link to Sport, which contribute to the efforts of Sport activities, are Technology, Venue Management, Venue Development/Overlay, NOC Services Function and Village.

External

Service Providers: Sport Equipment Suppliers, Results Service Supplier, Scoring and Timing Service Provider, Video Screens and Sound Equipment Supplier, Meteorology Agency, Sport Production Suppliers.
Clients: International Olympic Committee, International Paralympic Committee, International Federations, National Federations, National Olympic Committees (athletes).

Key external interaction: International Federations are the OCOGs' client, but they are also the major stakeholder of the Sport Department, providing key expertise, experience and resources to support the OCOG in staging first class sport competitions within the established framework approved by the IOC.

Overview, Continued

Contents

This chapter contains the following topics:

Topic	Page
1.1 Scope of Sport	41
1.2 Structure, Organisation and Positioning of Sport	43
1.3 Internal Relationships with Sport	48
1.4 Key multi-functional interactions led by Sport	53
1.5 Relationships with IFs	54
1.6 Key External Relationships with Sport	58
1.7 Sport Director's Office	62
1.8 Staffing	65
1.9 Legacy Opportunities	71

1.1   Scope of Sport

Introduction

This section provides a brief summary of the programmes that make up the scope of the Sport Department.

The Sport Department is responsible for providing the leadership, direction and central management to all activities grouped within Sport programme areas.

Sport Activities

Sport Director's office

The Sport Director's office oversees all Sport programmes. Its activities include: being the voice for Sport within the OCOG, building the sport staff team, budget management, business management and administration, legacy planning and relationships with IFs, and other external sport organizations such as the National Federations.

Sport Competition Management

Sport Competition Management is responsible for the planning and management of the sport competitions on the Olympic Programme, as well as IF relations.

Sport Competition Management implements the regulations of each IF to deliver each sport at the highest level. This starts in the early stages with the venue design and then progresses to identifying and communicating to other responsible OCOG Functions the service needs of IF personnel and technical officials to enable them to conduct their Games-Time functions, in support of the competition.

Sport Competition Management activities include: IF Relationships, Venue Design, Competition and Training Management (including Pre-Games Training), HR/Staffing, Sport Volunteers, Test Events, Sport Equipment, Memorandums of Understanding and Legacy Planning.

Sport Planning, Policy and Operations

Sport Planning, Policy and Operations is responsible for providing centralised planning and the implementation of policies, services, processes, operational standards and functions applicable to all sports on the Olympic and Paralympic Programme. They are also responsible for the integration of Sport and other OCOG Departments and Functions.

Scope of Sport, Continued

Sport Activities
(continued)

Sport Planning, Policy and Operations Sub Programme Areas include: Sport Planning, Sport Policy and Operations, Sport Publications, Sport Equipment, Sports Information Centre, Sport Operations Centre and IF/Technical Official Services. While Competition Management identifies specific needs of each IF, Sport Planning, Policy and Operations develops centralised policies that ensure consistency across those services taking into account peculiarities of each sport and IF.

Sport Services

Within Sport's scope of responsibility, Sport Services has the day-to-day relations with Technology in-line with the requirements of each sport on the Olympic Programme and Paralympic Programme.

Sport Services activities are included within the fields of: Sport Entries, Results/Timing, Competition and Training Schedules and Sport Presentation specifically for the Paralympic Games, Classification and Classification Coordination Centre.

1.2 Structure, Organisation and Positioning of Sport

Introduction

This section provides a model for establishing the structure and organisation of an OCOG Sport in order to achieve the deliverables outlined in the Executive Summary.

Key Skills and Experience of Senior Sport Department Staff

Sport Director

- The Sport Director should be one of the earliest appointments in the life of an OCOG to understand the responsibilities of Sport within the OCOG, ensure that Sport is central to all areas of planning for the Games, and develop strong relationships with the IOC Sports Department and IFs.
- The Sport Director should have the appropriate authority to advocate the needs of sport within the OCOG and to play an active role in the senior management of the OCOG
- The Sport Director should have experience in delivering international sporting events at a high level plus strong management and public relations skills
- The Sport Director requires extensive knowledge of the domestic sports system, including regional and national sport federations
- The Sport Director must build and lead a strong Sport team that will play a leadership role within each venue team.

Head of Programme areas

Head of Programme areas are senior members of an OCOG. They should have excellent people management and project management experience. Ideally, they have a sport business background, and/or events management background and they understand complex processes and relationships. They should be passionate about sports and possess a broad knowledge of the events management industry:

- Head of Sport Competition Management should have previous Olympic Games and/or major sport events experience at an international level as administrators, team officials or as athletes, very similar to the profile of Sport Manager, but more senior in relation to people management
- Head of Planning, Policy and Operations should have strong project management skills and should be the first appointment after Sport Director; at the latest at five years prior to the Games
- Head of Sport Services ideally should have had previous Games and sport events experience in the area of technology services to sport events and shall come on board in time to take part in the observation programme of the preceding Games

Structure, Organisation and Positioning of Sport, Continued

Key Skills and Experience of Senior Sport Department Staff (continued)

Case Study

For the Vancouver 2010 Olympic Winter Games, the structure of the Sport Department included a Director of Sport Services, Director of Ice Sports, Director of Sliding Sports and with two Sport Managers (Alpine, Freestyle / Snowboard) all reporting directly to the Sport Director. The structure will largely be dictated by the strength of the individual Competition Managers, the relationship with Venue Management and the background of the Sport Director.

Sport Managers

- All Sport Managers should have previous Olympic Games and/or major sport events experience in their respective sports at an international level as administrators, team officials and/or as athletes
- When building the team of Sport Managers, it is good to have a balance of those with Olympic Games experience and those without since this contributes to challenging both groups to deliver the Games in the best way possible
- Identification and appointment of Sport Managers should occur during year five before the Games and they shall all participate in the OCOG observation programme of the preceding Games
- Ideally, Sport Managers should be involved in the early stages of the venue design and construction to ensure that all aspects of the sport are taken into consideration for the Games and for legacy purposes.
- Recruitment of the Sport Managers shall occur progressively, in-line with OCOG needs and constraints, sport and venue planning schedules, and take into account the complexity of the specific sport, as well as the unique profile and situation of every identified Sport Manager

Example of Sports Commission Sydney 2000

Sydney 2000 successfully introduced a body called the Sports Commission. This Commission brought together individuals from the OCOG Board and externally, Olympians and individuals with international sport experience with specific expertise in sport, in order that specific attention could be given to Sport and sport-related matters in a timely manner.

In Sydney's case, the Sports Commission provided direction on all issues related to sport and athletes and kept the OCOG focused on Sport, in particular at OCOG Board level, and NOC involvement. With the collective sport experience of its members, the Sydney Sport Commission defended sport and the services committed to sport, especially in the critical internal discussions on budget allocation. More information on this body can be found in the Sydney Transfer of Knowledge documentation.

Structure, Organisation and Positioning of Sport, Continued

Example of Sport leadership in Beijing 2008 and Vancouver 2010

The most senior executives in charge of Sport for Beijing 2008 and for Vancouver 2010 have been holding the OCOG Executive Vice President positions. Furthermore, the position that is referred to as "Sport Director" throughout this Manual was raised to Vice President for VANOC. This has allowed Sport to be adequately represented in OCOG senior management and ensure sufficient sensitivity and attention to sport related matters. It also allowed for other OCOG Executive Management members to receive accurate Sport information that was impacting the planning and arrangements across OCOG Functions.

The VANOC Executive Vice President has also been in charge of Paralympics and Venue Management. Such arrangement allows for better communication and issues management between Sport and the most relative Function to Sport – being Venue Management.

VANOC also made full use of Sport Managers from as early as the initial venue design. Targeted Sport Managers were brought on to the venue design team through the Venue Construction department and then were hired on a full time basis once the job required it. In addition, due to the close working relationship with Venue Management, half of the venues had the Sport Managers step into a dual role of Venue Manager and Sport Manager. In the end, this did not contribute to significant financial savings in workforce numbers but the amount of integration and cooperation was beneficial for VANOC.

Structure, Organisation and Positioning of Sport, Continued

Sport Department Structure and Allocation of Activities

The recommended departmental structure outlined assumes an organisation whereby Sport is divided into Functions (Programmes) and Sub-functions (sub-Programmes) This terminology could be different from OCOG to OCOG. Whilst the structure outlined below is based on an integration of successful Sport Department models of past Olympic Games, activities should be allocated based on the success of past models, but also take into consideration different national cultures, experiences and specific criteria as necessary.

For example, Sport Presentation has in some cases reported to the Ceremonies Function. The important fact is, whatever reporting structure is put in place, it has to ensure good communication and respect the deliverables of the activity.

The past examples have also shown differences between the summer and winter model as a consequence of the higher number of competition management units (sports) in the summer Games (26-28) comparing to winter Games (7). While the summer models had a very clear separation between the programme areas, in the OCOGs of the Winter Games, two programme areas may merge into one. For instance, VANOC took the decision to combine Sport Planning, Policy & Operations and Sport Services into a single department.
In Vancouver 2010, Sport Services and Planning, Policy and Operations are merged into one programme area while Competition Management is divided between ice sports and snow sports. This model was also used in Salt Lake City 2002.

In London 2102, the coordination of Sport Managers is split between several coordinators looking after similar sports and reporting to the Head of Competition Management in charge of the whole Competition Management programme area.

The recommended structure may be modified depending on specific organisational conditions. For example, Vancouver 2010 integrated the Paralympic Games with the structure already in place for the Olympic Games (i.e. no specific Manager for Paralympic Sport and Venues).

Consideration should be given to those areas which specifically impact the organisation of the Paralympic Games, such as Sport Classification and the Classification Coordination Centre, and where these would best be situated within the structure (refer to flow chart on the next page).

47_265

Structure, Organisation and Positioning of Sport, Continued

Sport Department Structure and Allocation of Activities (continued)
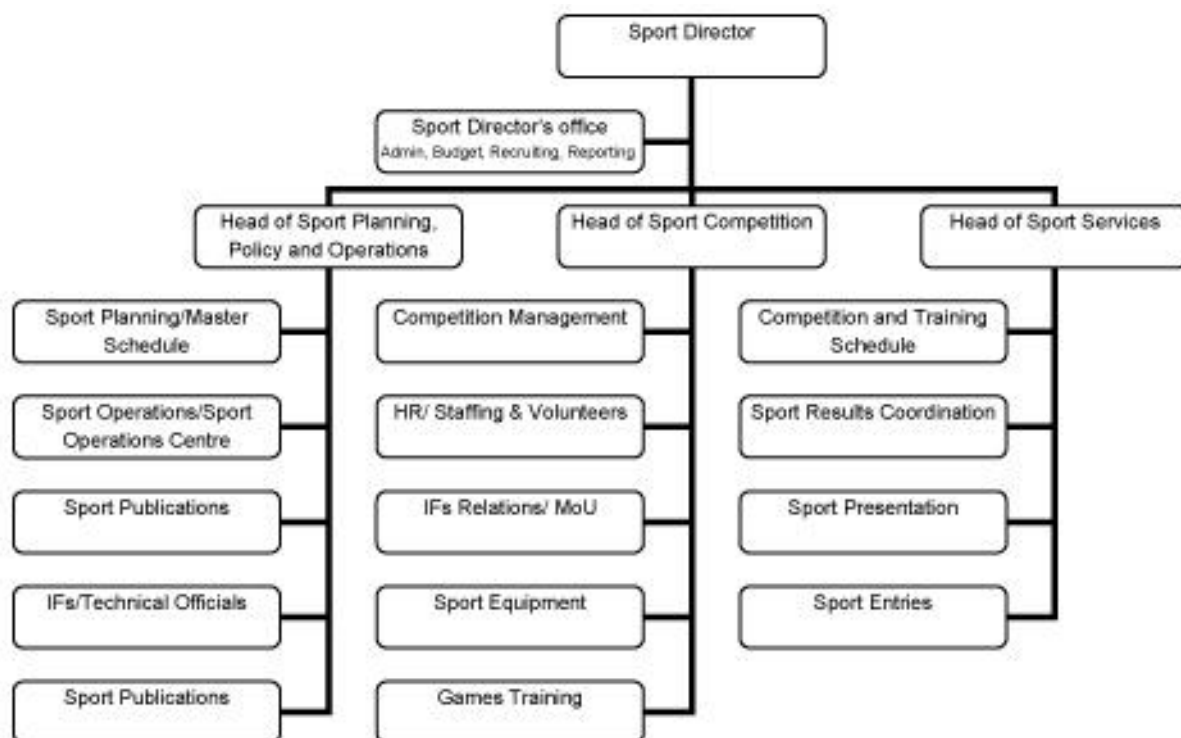
1.3   Internal Relationships with Sport

Introduction

As Sport is a central focus of the Olympic Games in all OCOG planning, it is essential that Sport takes the responsibility of communicating its needs to all OCOG Functions on an ongoing basis.

Most OCOG Functions will be represented in the venue teams, which will be responsible at Games-Time for managing an efficient venue in order to support the competing athletes. All OCOG Functions must take into consideration the needs of athletes as a priority, when planning their services and operations.

Key internal relationship

Sport develops key internal relationships with NOC Services and Venue Operations for competition and training Venues. The relationship is described in the following table:

Technology

- Timing and scoring;
- On-Venue results;
- INFO systems;
- Technology services requirements;
- SEQ/PEQ systems;
- Sport presentation requirements (sound, cabling & video boards); and
- Internet services.

Venue Management

- Role of Sport in the Venue Teams;
- Venue team management;
- Field of Play and athlete support facilities at the venue e.g. warm-up areas, athlete changing rooms, storage/installation/maintenance of sport equipment;
- Sport Presentation for each sport;
- Competition Schedule and DCAS;
- Test Event schedule;
- 'Official Training' schedule in Winter Games;
- Accredited seating arrangements and protocol management in relation to Ifs;
- IF working conditions/office needs;
- Training venues operational plans;
- Transition from Olympic Games to Paralympic Games, including Sport Classification locations.

Internal Relationships with Sport, Continued

Venue Development / Overlay

- Overall venue design
- IF & athlete facility support
- On-mountain logistics (Olympic Winter Games)
- Field of Play structures (finish banner structures, camera platforms, etc.)
- Sport Presentation requirements (staging and lighting)
- Power
- Test Events
- Converting temporary investment into permanent legacy

NOC Services

- Sport briefings and venue visits for Pre-Games NOC visits;
- Competition Schedule and Training Schedule;
- Sport Information to NOCs through OCOG Reports to NOCs, Continental Associations and ANOC and Chef de Mission Pre-Games Seminar;
- Coordination regarding Rule 51 of the Olympic Charter;
- Entries, athlete eligibility and DRMs;
- Training venues details and operational planning policies; and
- Pre-Games Training sport requirements.

Olympic Village

- Athlete needs in the Olympic Village;
- Location and Operations of Sport Entries Office;
- Design and operation of Sports Information Centre;
- Design and operation of Fitness Training and Recreational Facilities; and
- Sport Classification locations and Classification Coordination Centre during Paralympic Games.

Internal Relationships with Sport, Continued

Relation with Other OCOG Functions

The relationship with other OCOG Functions is (broadly) described in the following table:

Function	Relationship
Medical	• Medical Services through the Polyclinic in the Olympic Village • Medical Services at training venues and competition venues • Procurement of medical equipment for Paralympic Games Sport Classification
Doping Control	• Pre-Games Out-Of-Competition Testing protocols in the host country • Role of Doping Control in Test Events and during the Games • Management of positive doping tests during the Olympic Games
Logistics	• Freight requirements of each sport, e.g. horses, sailing boats • Delivery of sport equipment to and from competition and training venues • Delivery of NOC/NPC sport equipment to and from the airport to the Athletes' Village, competition and training venues • Warehousing of sport equipment
Transport	• Athlete/Teams transport requirements for training and competition • IF and technical official transport for official functions and competition • Competition Schedule implications for transport • Medal awards on Medal Plaza in the Winter Games implications on transport
Olympic Broadcast Services (OBS)	• Development of Competition Schedule • Venue designs in respect of Field of Play impact through camera positions • Scope of Sport Presentation • Technical implications on broadcast graphics • Management of competition schedule changes during the Games
Accreditation	• Sport/IF requirements at competition venues and training venues • Accurate data regarding athletes • Special access requirements e.g. grooms for equestrian events, athlete replacement through injury, substitutes, training partners etc. • Access privileges and devices for all other OCOG Functions and external parties to "blue zone" and "deep blue zone" (Field of Play and related areas)
Accommodation	• Requirements for all International Federations' officials, staff and guests at Games-Time • Requirements for all International Federations' officials and staff Pre-Games, including Test Events and IF Visits • Requirements for National Technical Officials, Sports Volunteers and National Federations at Games-Time • Requirements for Sport Department staff and volunteers during the last weeks prior to Games time, particularly in the Winter Games

Internal Relationships with Sport, Continued

Relation with Other OCOG Functions (continued)

Function	Relationship
Marketing	• Sport Equipment VIK procurement and Look of the Games • Sport to 'sign-off' on all sporting images used for coins, stamps, merchandise, pictograms, banners, publications and brochures • Sport requirements for Test Events in relation to sponsor support, merchandising, promotion and advertising • Coordination regarding Rule 51 of the Olympic Charter
Legal	• Sport Memorandum of Understanding with National Federations for Test Events • Accuracy of documents (e.g. Eligibility Conditions form) • Memorandum of Understanding with International Federations • Sport requirements in training and competition venue usage contracts • Sport equipment procurement contracts
Press Operations	• Overall operational management of media in relation to IF and sport experience • Venue designs in respect to Field of Play impact through photo positions and photographers' (Pool) movements • Management of the mixed zone • Provision of sport information for INFO
Medal Ceremonies ✖	• Theme and style of Medal Ceremonies • Sport-specificity of certain medal ceremonies (e.g. rowing, track cycling, ice hockey, curling etc.) • Timing of the Medal Ceremonies in respect of the Competition Schedule and DCAS • Sports Results' role in respect of names/Countries for Medals and Diplomas • Protocol with IF representatives • Medals award schedule and management at Medals Plaza during the Winter Games Specific requirements for medals and ceremonies are found in the Technical Manual on Ceremonies and the Technical Manual on Protocol & IOC Protocol Guide.

Internal Relationships with Sport, Continued

Relation with Other OCOG Functions (continued)

Function	Relationship
Procurement	• Sourcing all sports equipment and service providers
Venue Development	• Provision of IF venue requirements • Construction timetable with reference to establishing Test Event dates • Sport legacy
Look of the Games	• Field of Play requirements • Sport equipment branding • Sport images • IF recognition within the competition venues
Ticketing	• Competition Schedule • IF Requirements
Volunteers/Work force	• Recruitment of Sport Staff • Recruitment, communication and training of sport-specific volunteers • Volunteer uniform development

1.4 Key multi-functional interactions led by Sport

Introduction   There are several key policies and activities led by Sport which impact a large number of Functional Areas.

It is very important for Sport to recognise this impact on time and proactively communicate with all the relevant Functions in order to exchange the information necessary for effective planning of those activities. At the same time, other OCOG Functions must be aware of Sport's leadership in those areas and collaborate with Sport during the whole process of drafting, reviewing and approving such multifunctional policies and arrangements.

The non-exhaustive list of some multifunctional policies led by Sport is provided below:

Topic	Functions
Delay, Postponement, Cancellation of competition	OBS, Venue Operations, Transport, Technology, Security, Protocol, all FAs in the Venue
Athletes Training Policy (Winter Games)	Venue Operations, Security, Site Management, Transport, NOC Services, F&B
Access to FOP during competition and training sessions	All FAs in the Venue
Rule 51 management on athletes clothing and equipment	Marketing, NOC Services, OBS
Competition Schedule	Games wide impact
DCAS and consequently Venue Daily Run Sheets	All FAs in the Venue
Sport Entries	NOC Relations, Technology, Olympic Village, Accreditations, Legal
Sport Presentation	Venue Management, Technology, Overlay, Marketing, Ceremonies
Test Events	OCOG wide involvement
Sport Legacy Planning	Legal, OCOG Executive, Venue Management

1.5 Relationships with IFs

Introduction

The relationships between Sport and International Federations is one of the key bilateral relationships in the Olympic Games organisation, due to the number of crucial areas impacting the success of the sporting competitions and athletes' experience in which the IFs provide indispensable input and feedback

International Federations are not only the client, but also the major stakeholder of the Sport Department, providing key expertise, experience and resources in order to support the OCOG in staging first class sport competitions.

Building Working Relationships with IFs

The framework of the IFs' input and involvement in designing, developing and implementing sport competition and the athletes' experience at the Olympic Games is regulated by the Olympic Charter and HCC.

The IFs are involved throughout the life cycle of an Olympic Games – from reviewing and approving bid arrangements for competition venues through providing venue design requirements and technical specifications, competition rules, service levels requirements for athletes, approving competition schedules, test event schedules and training schedules and finally actively participating in the staging of the Olympic Games with technical delegates, judges and referees, integrated in the life of Sport and Venue teams.

The way IFs are involved in staging the Olympic Games make them a unique partner of the OCOG, and the OCOG approach to building this relationship with the IFs should take this aspect in consideration.

- The senior management staff of the Sport Department should be proactive in building solid working relationships with each of the IFs early in the OCOG cycle
- Frequent and open communication shall ensure good understanding of each other's needs, requirements and challenges, and allow for the management of issues that can be encountered during the planning phases for the Games
- Due to the varying complexities and individual nature of each IF, there will always be a necessity to examine exceptional cases depending on the sport. The OCOG should be sensitive to the fact that sport, and the underlying rules and regulations of the individual IFs, are in a constant state of evolution and change, and, that the IOC will apply, as per the IOC HCC, the IF rules at the time of the Games
- The IFs are a critical partner in the delivery of a safe and fair field of play for the athletes

Relationships with IFs, Continued

Relationship with International Federations (IFs)

Each IF determines the technical requirements of its sport. While each IF appoints two Technical Delegates (more for those sports with several disciplines) to oversee the OCOGs' planning and operations, it is important for the senior management of Sport to have a good understanding of the individual hierarchies and decision-makers in each IF. Moreover, some IFs are giving greater authority and autonomy to professional staff in managing relations with the OCOGs. In general, the IFs have a responsibility and role in the following areas:

- Review and approval of schematic and operational venue designs for their respective sports;
- Specification of the competition format and approval of the Competition Schedule;
- Approval of the competition and training venues;
- Development of the qualification system according to the qualification system principles defined by the IOC;
- Specification of the sport equipment to be provided from nominated suppliers;
- Approval of transport plans for the athletes and IF officials;
- Approval of test event dates, event, format (number and selection of athletes, International Technical Officials etc.);
- Attendance at test events in order to review OCOG operational readiness;
- Nomination of the international technical officials in accordance with the numbers agreed with the IOC;
- Agreement with the OCOG on the number of national technical officials and eventual training programmes for NTOs;
- Approval of part of the content (related to sport) of some publications, such as the Explanatory Booklet, Technical Officials' Guide etc.;
- Involvement in the development of Olympic Results and Information Service (ORIS) and the results systems and Field of Play layouts;
- Validation of the technical specifications of the FOP;
- Review and approval of Sport Presentation elements, including announcers;
- Approval of accommodation for all IF Officials;
- Review of sport-specific media services, including broadcasting;
- Venue protocol operations;

Relationships with IFs, Continued

Relationship with International Federations (IFs) (continued)

- Advise on sport-specialised volunteers (training);
- Approval of scoring, timing and results and ORIS system;
- Input in medical and Anti-doping arrangements;
- Approval of sport-specific Look of the Games;
- Provision of requirements and needs relating to training venues;
- Approval of the training schedule;
- Approval of the medal ceremony schedule at the Medals Plaza in the Winter Games;
- Provision of information regarding clearances obtained for the music used by athletes during competitions (for the relevant IFs)
- Requirements for service/equipment technicians in the Winter Games;
- Participation in decision making on delay and postponement of competition during the Games; and
- Participation in the Rule 51 policy implementation.

In addition to the IFs' technical responsibilities defined by the Olympic Charter, the specific roles and responsibilities of the IF relating to the organisation of an Olympic Games, as well as specification of the services to be provided to IFs, are detailed through the development of a Memorandum of Understanding between each IF and the OCOG (detailed later in the Sport Competition Chapter). OCOG and IF roles and responsibilities are clarified at an early stage and detailed implementation of the roles and responsibilities is developed throughout the OCOG planning cycle.

Before the appointment of the Sport Manager for each sport, the Sport Director and the Head of Competition should be responsible for building the initial relationship and managing all correspondence between the OCOG and the IFs.

Upon full-time employment, the Sport Manager will progressively take the lead role in maintaining a positive working relationship with the Technical Delegates of the IF, as the designated IF contact.

Relationships with IFs, Continued

Relationship with International Federations (IFs) (continued)

It is important for the OCOG to be open and honest with the IFs. The cooperative and open spirit allows for achieving the best mutual outcome possible. Most IFs have been through all of the problems the OCOG will encounter before. Their knowledge and experience, also beyond the purely technical areas, should be used to assist in the planning and conduct of the Olympic Games.

Relationship with other OCOG Functions

Whilst the Sport Department is the OCOGs' primary point of contact and relationship with IFs, it is also important for all Functions of the OCOG, not just Sport, to have an understanding and appreciation of the roles and responsibilities of IFs. This will assist them in the provision of the service-related items that they are to deliver to meet their needs. The Sport Department is responsible for the overall coordination of the IFs' Olympic Experience, through the effective delivery of these services to the IF client group by all OCOG Functions.

Key IF Meetings and Conferences

The OCOG Sport Department should be represented at the annual meetings of ASOIF and AIOWF. These gatherings bring together the most senior representatives of all the IFs in one forum and provide the OCOG senior Sport staff the opportunity to have one-on-one meetings with each Federation. It also provides for an overall presentation by the OCOG to the General Assemblies of these organisations on planning and progress for the Games.

These meetings, and regular contact with the IFs (including attendance at IF Congresses and World Championships), will assist in developing a high quality working relationship with each and every IF and these Associations.

1.6 Key External Relationships with Sport

Introduction

The relationships with external clients of the Sport Department are integral to the success of the OCOG in hosting a successful competition in each sport on the Olympic Programme. The sport-related roles and responsibilities of the key external clients of the Sport Department are outlined in this section.

Building Working Relationships with External Clients

- The senior management staff of the Sport Department should be proactive in the building of solid working relationships with the key external clients of the Sport Department
- Open, honest and frequent communication with these clients is integral to the successful management of issues that can be encountered during the planning phases for the Games
- All Sport Department staff must have an understanding of how each external client will impact their area of operation

Relationship with IOC Sport Department

The IOC Sports Department liaises directly with the OCOG Sport Department on all matters pertaining to sport.

ASOIF/AIOWF Role/ Relationship

ASOIF represents an independent and objective voice on behalf of all the Summer IFs, regularly consulting its members for their opinions, advice and positions in relation to the Olympic Games. ASOIF will not attempt to make decisions for, nor supplant the individual IFs, but rather works to facilitate common goals and interests in relation to the OCOG.

In cooperation with the IOC Sports Department, ASOIF coordinates, facilitates and assists in resolving issues related to, and on behalf of, all the IFs. The important role of ASOIF has been highlighted through the appointment of its senior leaders to the Coordination Commissions.

Key External Relationships with Sport, Continued

ASOIF/AIOWF Role/ Relationship
(continued)

AIOWF represents the IFs involved in the Olympic Winter Games in the same manner as ASOIF does for the IFs in the Games of the Olympiad.

It is therefore useful for the OCOG to develop a strong relationship with ASOIF or AIOWF (as appropriate) and to keep it consistently informed on all communications with the IFs.

Relationship with National Federations (NFs)

The roles and responsibilities of the National Federations (NFs) of the Host Country are not included in the Olympic Charter nor set out in a formal agreement.

In most Olympic Bids, the NFs will have had a significant role to play in the provision of sport expertise, resources and links with their respective continental and International Federations and will expect to have a continuing role in this regard.

The NFs, in cooperation with the Host NOC, have the key role of preparing their athletes for the Games and engaging in sport events on an ongoing basis. The performances and results of the Host Nation athletes have a significant role in the success of the Olympic Games.

In most sports, Host Country NFs will also have input and are consulted in the following areas of planning and operation:
- Appointment of OCOG Sport Managers;
- Recruitment and training of the national technical officials and sport specific volunteers;
- Venue and equipment legacy matters;
- Secondment of staff to fill sport-specific competition management roles;
- Hosting existing NF events and/or bidding for IF events to be used as test events (detailed in chapter on Sport Competition); and
- Sport Presentation – sourcing of announcers and commentators.

Key External Relationships with Sport, Continued

Relationship with National Federations (NFs) (continued)

The Sport Manager should be the primary contact point between NFs and the OCOG. The Sport Manager should keep the NFs informed of the progress in organising their respective sports, as well as the Games generally, on a regular basis. However, it is extremely important for the IFs to remain as the final authority for all elements of the organisation of the competitions and that this distinction in responsibilities is made clear with the NFs from the outset. Equally important is to ensure all communication goes directly between the OCOG and the IFs. The NFs can be consulted but clear, direct communication with the IFs is essential to the success of the Games.

Is it also critical to have a strong working relationship with the NFs in order to ensure the successful delivery of test events.

National Olympic Committees (NOCs)

The primary role of the National Olympic Committees (NOC) is to select and prepare suitably qualified athletes and supporting team officials, as nominated by their respective National Federations, to participate in the Olympic Games. NOCs are also responsible for making sure their athletes comply with the requirements set forth by the IOC and the IFs.

The NOCs principle point of contact with the OCOG is the OCOG NOC Services Functional area but for the planning of the team's participation in an Olympic Games, Sport Department (Sport Entries) will liaise directly with NOCs to coordinate the requirements for their athlete entries.

It is also critical to engage the IF in determining the appropriate amount of venue access is required for the NOC and clearly communicate this to the NOCs.

Venue Owners and Private Institutions

The Sport Department needs to cooperate with the owners of the independent training venues. These owners can be councils, local authorities, schools, universities, sports clubs and/or associations and government departments or ministries.
Even for the competition venues, Sport will inevitably play an important role in the positive working relationship with the venue owners.

Contractors

The Sport Department also needs to cooperate with external contractors to implement several projects, e.g. contractors for sport publications, tenders for competition and training venues, weather forecast agency, sport production suppliers etc.

Key External Relationships with Sport, Continued

Additional Information on Paralympic Games
▶ **IPC**

The relationships with external clients of the Sport Department for the Paralympic Games are an integral factor in the ability of the OCOG to host a successful competition in each sport on the Paralympic Programme. OCOGs should undertake the same approach in managing their relationships with key external clients for the Paralympic Games, whilst recognising the following parallel structure:

Olympic Games Client	Paralympic Games Client
IOC Sports Department	IPC Sport Department
International Federations (IFs)	International Paralympic Sport Federations (IPSFs)
ASOIF/AIOWF	IPC Sports Council
National Olympic Committees (NOCs)	National Paralympic Committees (NPCs)

A number of IFs are assuming, or have assumed, governance and management roles for sports on the Paralympic Programme, thus becoming IFs and IPSFs for the Olympic Games and Paralympic Games respectively. Such synergies afford the OCOG the opportunity to identify and take advantage of operational efficiencies in planning and hosting a successful Paralympic competition.

1.7   Sport Director's Office

Introduction

This section outlines the management responsibilities of the Sport Department, under the accountability of the Sport Director's office.

Sport Operating Plan ✗

The initial draft of the Sport Operating Plan sets the overall objectives of Sport, puts forth the organisations that will be involved in achieving Sport's goals and internal and external organisation, quantifies and secures required resources, and provides an overall roadmap (Functional Schedule) for Sport's efforts, risks and opportunities. This early draft of the Sport Operating Plan concentrates on the scope needed for Sport (reviewing the scope and objectives described in the Games Foundation Plan and the steps (planning, strategic choices) during the preparation period – i.e. a business plan of how to do the job during the preparation phase. Sport later starts defining Games-Time concepts (what is to be delivered during Games-Time, where, from whom) as the Sport Operating Plan evolves.

This document must be provided to the IOC and the IPC. The Sport Operating Plan should cover all areas within Sport, including management of the Sport Department, Sport Competition Management, Sport Planning, Policy and Operations and Sport Services. Refer to the Technical Manual on Games Management for further detail.

Project Management Milestone Planning and Review

Each area within Sport (Sport Competition Management, Sport Planning, Policy and Operations and Sport Services) should be responsible for preparing detailed milestone planning for their respective areas, including all key deliverables required and by what date. This planning should be done in consultation with the Master Schedule for Sport. The milestone planning should monitor generic milestones that are applicable across all sports as well as sport-specific milestones. The milestone planning can also be used to monitor Paralympic milestones as applicable.

Central Project Management for the Sport Department is the responsibility of the Sport Planning sub-function within the Sport Planning, Policy and Operations Function. The role of Sport Planning is to coordinate the planning milestones, in order that they reflect a unified approach across the Sport Department, to make sure that Sport milestones are aligned with other OCOG Functions for all cross-functional activities, report any areas of concern to the Sport Director and to address any concerns regarding the alignment in cross-functional planning to the relevant FA planners and OCOG central Project Management Department.

Continued on next page

Sport Director's Office, Continued

Centralised Budget Management

Due to the large scope of the Sport Department, the Sport budget needs central coordination in order to ensure consistent budget planning and management strategies in-line with the OCOG Finance Department's systems.

Specific Budget Responsibilities

The Budget Management assumes the following responsibilities:
- Establishing the budget templates for each Sport Sub-function in cooperation with OCOG Finance Function;
- Working with the Managers from each Function to set up and monitor their respective budgets;
- Management of budget items common to all Sport activities including office supplies, human resources, travel and accommodation; and
- Coordinate the periodical budget review of the Sport Department, led by OCOG Finance, ensuring alignment of Sport budget with any changes, modifications and budget restructuring on the OCOG level

Centralised Business Management

In the early planning stages, the Sport Department has a requirement for a significant number of contracts and agreements to be drawn up between key external clients and the OCOG to officially document services to be provided by the respective parties. Examples include:
- Development of agreements with NFs for Test Events;
- Commercial Agreements with Sport Equipment Suppliers;
- Test Event Sponsorship Agreements (in cooperation with OCOG Marketing);
- Memorandum of Understanding with IFs; and
- Contracts with owners on independent training venues usage.

Whilst the OCOG Legal Department should prepare the legal documents, there is a need for centralised coordination of the varied sport information required, with Sport being responsible for the preparation of sport-related information and topics, as well as the negotiations with IFs, NFs, and equipment suppliers.

Sport Director's Office, Continued

Looking beyond Sport

Overall, it is the Sport Director's office whose task is to ensure that Sport has the proper resources to deliver on their commitments. It is also the Sport Director's role to ensure that the Service Functions (Accommodation, Transportation, Food & Beverage, Logistics, Energy, Overlay) are also resourced to deliver services to Sport. In order to achieve this, there needs to be a strong working relationship between Venue Management and Sport to ensure that the right level of service is being provided.

Function Administration

The Central administration team reporting to the Sport Director should support the core services provided and the significant number of enquiries and correspondence directed to the Sport Director and Sport Department.

1.8   Staffing

Sport Department Staffing ✕

Outlined below are examples of staffing for the Sport Department based on the organisation chart presented in this chapter. This information is based on previous OCOGs and serves as a guide only. Staffing should be adapted to the particular needs of the OCOG in question for both the Summer and Winter Games. More information on staffing, including job descriptions, can be found on the Olympic Games Knowledge Management Extranet at http://extranet.olympic.org.

Sport Director's Office Staffing

A generic staffing model for Sport Management is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 72	Sport Director	1	Paid	S,W
G – 72	Executive Assistant	1	Paid	S,W
G – 48	Business Manager	1	Paid	S,W
G – 52	Manager, Paralympic Sport and Venues	1	Paid	S,W

Sport Competition Management Staffing

A generic staffing model for Sport Competition Management is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 60	Head of Competition	1	Paid	S,W
G – 36	Programme Assistant	1	Paid	S,W
G – 36	Programme Manager	2	Paid	S,

Staffing, Continued

Sport Competition Management Staffing (continued)

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
Sport Equipment				
G – 48	Sport Equipment Manager	1	Paid	S,W
G – 36	Sport Equipment Administrator 1	1	Paid	S,W
G – 24	Sport Equipment Coordinator	2	Paid	S,(W)
G – 24	Sport Equipment Administrator 2	1	Paid	S,
Games Training				
G – 54	Games Training Manager	1	Paid	S
G – 24	Games Training Coordinator	1	Paid	S

Competition Management Staffing

Outlined below are 16 generic paid Sport Management position titles within each Competition Management team and with a possible recruitment timeline that may vary from sport to sport. While Sport Managers will often be identified in advance of the previous edition of the Games so that they may attend and gain Games-Time experience, they will not be employed full-time by the OCOG until closer to Games-Time.

The recruitment timeline below may be adapted to reflect the particular situation and needs of each OCOG.

Staffing, Continued

Competition Management Staffing (continued)

Regarding all positions that shall start at G-2, this is the time when the persons should be identified and start working on a part time basis in preparation for the Test Events. They may only start working full time in the last year prior to the Games.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G-54	Sport Manager	1	Paid	S,W
G-30	Deputy Sport Manager	1-2	Paid	S,W
G-36	Administration Manager	1	Paid	S,W
G-30	Technical Operations Manager	1	Paid	S,W
G-24	Sport Volunteers Manager	1	Paid	S,W
G-2	Training Site Manager(s)	1	Paid	S,W
G-2	Field of Play Supervisor	1	Paid	S,W
G-2	Athlete/Official Services Supervisor	1	Paid	S,W
G-2	Sport Equipment Supervisor	1	Paid	S,W
G-2	Secretariat Supervisor	1	Paid	S,W
G-2	Staff Services Supervisor	1	Paid	S,W
G-2	Technical Operations Supervisor	1	Paid	S,W
G-2	Sport Administration Supervisor	1	Paid	S,W
G-2	Sport Information Supervisor	1	Paid	S,W
G-2	Training Site Supervisor	1	Paid	S,W

Staffing, Continued

Sport Planning, Policy and Operations Staffing

A generic staffing model for sub-functions under Sport Policy and Operations is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
	Head of Sport			
G – 66	Head of Sport Planning, Policy and Operations	1	Paid	S,W
G – 36	Programme Assistant	1	Paid	S,W
	Sport Planning			
G – 36	Sport Planning Manager	1	Paid	S,W
G–24	Sport Planning Coordinator	1	Paid	S,W
G–24	Sport Planning Coordinator 2	1	Paid	S
	Sport Operations			
G – 36	Sport Operations Manager	1	Paid	S,W
G – 24	Sport Operations Coordinator	1	Paid	S
	Technical Officials and IF Services			
G – 36	Technical Officials and IF Manager	1	Paid	S,W
G – 4	Technical Officials Coordinator	2	Paid	S
	Sport Publications			
G – 36	Publications Manager	1	Paid	S,(W)
G – 24	Publications Coordinator	3	Paid	S,(W)
G – 24	Publications Coordinator – Paralympic	1	Paid	S
G – 24	Graphic Designer	1	Paid/Part Time	S
G – 18	Production Manager	1	Paid	S
	Sport Information			
G – 24	Sport Information Centre Manager	1	Paid	S,W
G–2	Sport Information Centre Coordinators per Olympic Village	2	Paid	S,W

Staffing, Continued

Sport Services Staffing

A generic staffing model for sub-functions under Sport Services is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 60	Head of Sport Services	1	Paid	S,W
G – 36	Programme Assistant	1	Paid	S,W
Sport Results				
G – 48	Sports Results Coordinator	1	Paid	S,(W)
G – 36	Results Group Leader	5	Paid	S

Note: In Sydney and Athens, Sports Results was staffed with one manager who led the planning and preparation at Games minus four years. When detailed ORIS planning begins, an additional five staff should be recruited who will each manage a group of sports.

The table above shows the generic model used in both the Sydney and Athens Games.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
Sport Entries				
G – 36	Sport Entries Manager	1	Paid	S,W
G – 24	Sport Entries – Paralympic Specialist	1	Paid	S
G – 18	Sport Entries Administrator	8/4	Paid	S/W
G – 5 weeks	Sport Entries Data Entry	20	Contractors	S
G	Sport Entries Coordinator	30/10	Volunteer	S,W
G–25	Paralympic Classification Manager	2/1	Paid	S,W

Note: The number of staff required for Sport Entries will be dependent on whether or not the OCOG uses an electronic data entry system for recording athlete details.

Continued on next page

Staffing, Continued

Sport Services Staffing (continued)

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
Sport Presentation				
G – 40	Sport Presentation Manager	1	Paid	S,(W)
G – 24	Operations Manager	1	Paid	S
G – 24	Technical Manager	1	Paid	S
G –24	Production Managers	4/1	Paid	S/W
G –24	Administration Assistant	1	Paid	S,W
G – 18	Video Producer	2	Paid	S
G – 18	Music Coordinator	1	Paid	S
G – 6	Presentation Manager	36	Paid	S
G –1	Announcers	130/42	Paid	S/W
G	Audio Operators	50	Paid	S
G	Video Operators	30/11	Paid	S/W
Competition Schedule				
G – 48	Competition Schedule Manager	1	Paid	S/W
G – 24	Competition Schedule Administrator	1	Paid	S

1.9 Legacy Opportunities

Introduction

This section lists the various legacy opportunities associated with Sport. Recent experience highlights that legacy planning should be undertaken very early in the life cycle of an OCOG, and Sport, together with the key external clients (e.g. Government agencies, NFs, NOCs, IFs, local sport organizations), should take a leading role.

Sport–related Legacy Opportunities

Sport is a key partner in ensuring the Olympic Games provide a lasting legacy to the Host City, the nation and importantly, to the ongoing development of sport at all levels; from community participation to elite performance.

New/Upgraded Competition Venues

New/Upgraded Competition Venues can provide a very valuable physical legacy to all sports/disciplines in the Olympic Games, with the exception only of those sports that utilise totally temporary venues. A long term vision and business plan should be developed early in the process in order to determine how these venues will leave a lasting legacy for the local communities and high performance sport.

New/Upgraded Training Venues

An OCOG will traditionally need to provide approximately 40 summer training venues or 4–6 winter training venues (mainly ice sports), in addition to those sports for which the use of their competition venue can also serve as a training venue, e.g. Velodrome, Rowing, Canoe/Kayak (Sprint and Slalom), Ski Jumping, Bobsleigh track.

Existing sports clubs, school, university, military and community sports facilities will usually meet the needs for most OCOG training venue requirements; however most will probably require either minor or major upgrading.

Such upgrading may include new or renovated Field of Play areas (e.g. timber floors), enlarged changing rooms (e.g. ice hockey), new fixed sport equipment (e.g. basketball backboard and rings), improved access, enlarged car parking areas, improved sports lighting for sports halls, etc.

Where training facilities do not exist in a Host City, it is an opportunity for the construction of new facilities to meet community demands, particularly in the growth and promotion of 'new sports' to the Host City.

Legacy Opportunities, Continued

Sport-related Legacy Opportunities (continued)

Sport Equipment

An OCOG will require more than 100,000 items of sport equipment (summer) to meet the needs of all sports competitions, training venues and test events. Much of this will be purchased, leased, rented or loaned by sponsors/suppliers, however the OCOG will have to purchase or receive through 'Value in Kind' a significant quantity of sport equipment (Refer to the Annex on Sports Equipment).

National Technical Officials, Sports Volunteers and Management Staff

Approximately 7,000 – 10,000 staff for Summer Games (3,000 – 4,000 for Olympic Winter Games) (volunteers, technical officials and paid staff) will be recruited, many from the National Sporting Federations, in order to support the operations of the sports competition during the Games.

Following the Games, many may continue to support their specific sport within the National Federation or their local sports club, as officials/volunteers may want to use their valuable experience gained from the Olympic Games for the benefit of future generations of athletes. National Technical Officials will often be not only more experienced but may be also better qualified as a result of their Olympic Games experience.

The OCOG should provide all National Federations with the details of the Sports Volunteers for each sport in order to encourage their potential future involvement in international or national sports competitions.

Sport Participation

One of the greatest benefits to come from the Olympic Games is that the world's best athletes, and particularly those of the host nation, may become wonderful role models for the young citizens of the host nation and other countries as well. The Olympic Games motivates people of different ages, genders and sport affiliations, and particularly youths, to engage in the practice of sport on a regular basis. Sports clubs in the host countries usually report increases of interest in most sports and increased numbers of new members, new licensed athletes, etc. The local sport organizations should define a plan specifying how they see the Games benefitting sport in the region. There needs a consolidated effort made by the grassroots sport organizations to ensure they also have vision for how the Games can benefit amateur sport in the region, and ensure that they are prepared for the demand prior to and after the Games.

73_265

Legacy Opportunities, Continued

Sport-related Legacy Opportunities (continued)

In order to further enhance the nation's interest and participation in sport activities, the OCOG is encouraged to create opportunities prior to the Games to promote sport, Olympic values and/or a healthy life style. Such opportunities may be created through joint efforts between the OCOG and various stakeholders such as NOC, government, regional/local authorities, schools, etc.

Hosting International Sporting Events

As a consequence of the Olympic Games, a Host City and nation will have a range of excellent sporting facilities, usually a WADA-accredited Drug Testing Laboratory, and experienced sports officials and trained sport volunteers. Hence, the National Sports Federations could be encouraged to bid for the right to host an ongoing list of International Federation events, including World Cups and World Championships, which will further enhance the benefits and legacy of the Olympic Games.

Increased Involvement in International Federations

The direct involvement of senior sports officials in the staging of the Olympic Games may give them a greater likelihood of being elected to an Executive Board, Council, or Commission etc. of their respective IF. This will help maintain the involvement of the host county in world sport, which in turn will assist the opportunities and performances of the athletes.

2 Sport Competition Management

Overview

Introduction

Sport Competition Management is responsible for the planning and management of the sport competitions on the Olympic Programme.

The primary objective of Sport Competition Management is to implement the regulations of each IF in order to deliver each sport at the highest level. This includes providing the services to all IF personnel and technical officials in order to enable them to conduct their Games-Time functions, in support of the competition.

Activities that are centrally coordinated by Sport Competition Management usually includes: Competition Management, Milestone Planning, Issue Identification and Tracking, Staffing, Sport Volunteers, IF Relations/Memorandums of Understanding, defining requirements for sport equipment with other Functions, and Test Events.

In addition, the chapter highlights the importance of IF relationships and agreements and outlines where Sport Competition Management has significant input and a critical role in the planning for the Olympic Games.

Contents

This chapter contains the following topics:

2.1 Sport Competition Management Administration

Introduction

This section outlines the areas of planning that are generic to all sports and how each area of planning can be centrally coordinated by the Sport Competition Management Programme/Function.

Generic Sport Competition Projects

Under the direction of the Head of Competition, a core team works on identified sport competition management projects that are generic to all sports including: Milestone Planning, Issue Identification and Tracking and IF Visits.

Staffing

An example of a generic staffing model for the core Sport Competition Management team responsible for the generic Sport Competition Management projects can be found in 1.8 Staffing.

Milestone Planning

Detailed milestone planning should be undertaken to outline Sport Competition Management key deliverables, when they are due to be delivered and who is responsible for the delivery. This planning should be done in consultation with the IOC Master Schedule for Sport, managed centrally by the Sport Planning Function who ensures that sport milestones are aligned with the other OCOG Functions. The milestone planning should monitor generic milestones that are applicable across all sports and sport–specific milestones.

Issues Identification and Tracking

In order to identify, record, and monitor sport–related issues identified by IFs and OCOG Functions, Sport Competition Management should maintain an Issues Tracking Schedule by sport. This allows for all sport–related issues to be centrally managed by item, tracked by date and regularly updated so that issues are resolved in a timely manner and all parties can be promptly notified upon resolution.

Additional assistance including direct involvement of the Sport Director should be provided where important issues remain unresolved.

Sport Competition Management Administration, Continued

Coordination of IF Visits

The Sport Competition Management Function should prepare the schedules for the IF Technical Delegates and other IF representatives. This requires detailed planning and scheduling with each Programme to ensure that Managers and staff are available to present and arrange site inspections as necessary, and to update the Technical Delegates on the progress of their respective service areas and respond to questions from the IF representatives.

2.2   Sport Managers

Introduction

This section provides an overview on the role, recruitment and appointment of Sport Managers.

Sport Manager for Every Sport △ ✕

Each sport / discipline on the Olympic Programme and Paralympic Programme requires a Sport Manager who is responsible for the planning and implementation of the sporting competitions and training in accordance with the requirements of IFs, the Olympic Charter and the Host City Contract. The Sport Manager shall be proposed by the OCOG and confirmed by the International Federations.

Skills and Experience Required

In recruiting Sport Managers, the key objective should be to identify suitably experienced persons with strong organisational and management skills, a background within their respective sports, preferably with international sporting event experience and an established relationship with their respective IF.
Language skills may also be an asset for some sports, depending on the tradition in the respective IF (e.g. some IF administration is primarily francophone whereas others are more Anglophone-oriented).
For the Vancouver 2010 Games, VANOC decided to maintain a balance between Sport Managers with Games experience and those who were new to the Games. Both groups challenged one another to produce the best Games possible through constructive planning and mentorship.

Additionally, Paralympic sport experience should be indicated as a preferred qualification for applicable Sport Function positions with Paralympic Games responsibilities. If this is not possible, the Sport Manager should devote the time and resources to enhance their skill level by attending or working at Paralympic events leading up to the Games.

Sport Managers, Continued

Recruitment

The Sport Managers can be progressively recruited, wherever possible, on an initial part-time basis followed by full-time employment.

The appointment timeline for the Sport Managers should be determined according to the size, complexity and status of the sport/venue (e.g. a new venue requires greater SM involvement), the availability of the individuals and budget.

In the instance that a number of Sport Managers are employed and working full-time before others, they can also be given a number of responsibilities outside their specific sport responsibilities. They could be assigned a number of sports to manage on behalf of the appointed but yet to start Sport Managers.

For the Turin 2006 Games, the Sport Manager for Alpine Skiing was managing three different disciplines until G-1 when specific Sport Managers came on board for Snowboard and Freestyle. For the Sochi 2014 Games, the Sport Manager for Freestyle has been the first Sport Manager to be appointed, at G-52, and assists with other tasks and activities in the Sport Department, in particular Sport Competition Management.

This formula allows for the base planning of all sports to begin at the same time, allows for the spread of good ideas through all plans and reduces the amount of time spent re-inventing the wheel from sport to sport as each Sport Manager progressively begins his or her full-time employment.

When looking for the ideal candidate, the goal is to ensure the Games are run at the highest level possible while leaving a human legacy for sport with a highly trained workforce. If the best candidates cannot be found within the host country, which will be the case with many sports, then it is valuable for the OCOG to consider foreign expertise.

Appointment

Sport Managers should be appointed four and a half years prior to the Games, primarily so they can experience first-hand the staging of the Olympic Games, prior to their own Games. However, depending on their experience, some Sport Managers can begin their employment with the OCOG at a later date. In such cases, the OCOG can still benefit from early identification of the best candidates, by hiring them on a contract basis and at minimum having them attend the previous Games, even if they are not on board in a full-time capacity.

Sport Managers, Continued

Multi-discipline Sports

Sport Managers of multi-discipline sports have, in most cases, the capacity to manage the organisation of one of the disciplines, whilst appointing a Deputy Sport Manager(s) to oversee the organisation of any other disciplines, e.g. the Gymnastics Sport Manager could be responsible for the Trampoline discipline and Deputy Sport Managers should be appointed for Artistic and Rhythmic; the Skiing Sport Manager could be responsible for Alpine disciplines and Deputy Sport Managers should be appointed for Freestyle and Snowboard.

Training

Sport Managers could be offered professional training opportunities, where necessary, through the OCOG professional development programme in the early term of their employment. Sport Managers can be offered training in areas that they have identified as being of importance to them as they continue their roles, i.e.: Negotiation Skills, Presentations, Team Leadership etc.

All Sport Managers should be given ample opportunities to attend their respective World Championships or equivalent IF event and to be given a working role by the IF in the organisation and conduct of the World Championships, especially where major event experience is lacking.

Reporting

Sport Managers report to the Head of Competition on sport-specific issues such as staffing, competition schedule, Test Event operations, fields of play, sport equipment, games training, technical officials and any issues related to the IFs, NFs and NOCs.

2.3 Role of Sport Manager in the Venue Team

Introduction

This section provides an overview on the role of the Sport Manager in the Venue Team during planning and during operations.

Key considerations ✖

The Sport Manager represents the OCOGs' reference centre of competence for all aspects pertaining to their Sport. The role of the Sport Manager in educating the rest of OCOG functions during the planning phase, and fellow members of the Venue team during venuisation and operations is key to the success of Venue Team understanding of the specific character and needs of the sport they are managing in their Venue.

Sport is the driving factor during the entire cycle of planning and operating the Venue. From coordinating IF input with venue design, through defining the competition schedule which provides the rhythm for daily venue life, until making sure that the services and operational aspect in the competition venue correspond to the character and culture of the particular sport.

The natural evolution of leadership driven by expertise that the Sport Manager develops amongst colleagues from different functional areas during planning, leads to his strong authority in the Venue Team. It is essential that the Venue Manager and Sport Manager understand and respect each other's roles and develop a strong and mutually supportive relationship.

When the Sport Manager has multiple skills and experiences, such as strong leadership skills and previous experience in running large events and/or facilities, their role may include being both the Sport Manager and the Venue Manager. Both roles are critical to the success of the competition venues and in many instances the Sport Manager was performing both roles in their previous experience running sport events. There have been several examples of such arrangements in the past Games. In Sydney Olympics, Archery and Sailing were led by individuals who had a combined role of Sport Manager and Venue Manager. The same was the case for the Athens Olympics in Softball.

Role of Sport Manager in the Venue Team, Continued

In Vancouver, the two departments were even more closely linked with both Sport and Venue management reporting to the same Executive Vice-President. In addition, 50% of the Venue Managers were also the Sport Managers due to their strength in this area. There is no one perfect structure and it all comes down to the strength of the individuals and the scope of the sport and venue management responsibilities. The true benefit from combining the roles is the level of cooperation and integration between the two functions.

More information about Sport Manager and VM relationship can be found in [Technical Manual on Venues](#).

Responsibilities in the Planning Phase

- Manage the relationship with the International Federation; be the direct point of contact within the venue team
- Communicate and clarify the needs of the International Federation within the OCOG
- Manage all aspects of sport planning for Olympic and Paralympic Games and test events (competition, training, sport equipment, sport publications, scoring timing and results, IF services)
- Contribute to all required venue planning documents (e.g. venue operating plans, test event plans, event day plans etc.)
- Contribute International Federation, athlete and team official and technical officials' needs to the venue design process
- Educate functional area representatives on the venue team about the sport and services to be provided by functions
- Ensure that long-term sport legacy planning is taking into consideration within venue planning
- Report to Head of Competition and others as required on sport progress
- Identify and resolve sport issues

Continued on next page

Role of Sport Manager in the Venue Team, Continued

Responsibilities in the operations phase
✖

- Manage the relationship with the International Federation; be the direct point of contact within the venue team
- Manage all aspects of sport operations for Test Events and Olympic and Paralympic Games
- Respond to the technical direction of the International Federation
- Report to Head of Sport Competition Management
- Identify and resolve sport issues
- Provide guidance to functional area representatives on the venue team about the sport and services to be provided by functions
- Ensure that functional service levels will meet the standards required by the NOCs and athletes, both inside and outside the competition and training venues

More details on responsibilities during the operations phase can be found in the Technical Manual on Venues.

2.4 Competition Management Workforce

Introduction

This section outlines the scope of Competition Management Workforce.

Human Resources

It is important to plan and standardise the recruitment of staff across each of the sports to ensure consistency. Many of the Competition Management appointments will require specialist skills and experience. Recruitment can be targeted at the National and State sporting communities. A dedicated resource could be hired to manage the administration of the recruitment and appointments in consultation with the HR Function.

For the Winter Games in Turin 2006, out of 2850 total Sport workforce, 2700 were paid staff, contractors and volunteers fulfilling different positions in the Competition Management teams. For the Vancouver 2010 Winter Games, the same held true with the majority of Sport workforce in Competition Management. The total numbers for Sport Workforce approached 5,000 due to the added responsibility of Sport operating essentially all of the outdoor venues in the pre-Games start-up phase.

Contractors also need to be taken into account when managing workforce needs, as a number of Sport Technical personnel must be contracted. Clear communication with the Workforce Department is essential to ensure that all of the needs of the Sport workforce are looked after and that the same benefits are provided, regardless if they are a volunteer or a contractor.

Competition Management Workforce

- Led by each Sport Manager with special skills and experience, the Competition Management staff will be an invaluable group with their respective venue team, working to ensure that athletes are given the highest priority and that sport remains the focus of the Olympic Games
- High quality personnel with major event experience are essential to the success of each sport in the Olympic Games

Paid Workforce

- Each Sport Manager should have a team of administrative and technical staff who are progressively appointed to plan and deliver the sport
- Over the period of four years leading up to a Summer Games, the total number of paid workforce recruited to Competition Management can grow from approximately 30 to 470 across all sports
- Sport Competition paid workforce for a Winter Games can range from 15 at three years leading into a Games to up to 60 at Games-Time, across all sports
- Sport is one of the functions where there is little fluctuation in workforce numbers between editions of the Games, since the scope is fairly consistent

Competition Management Workforce, Continued

Generic Competition Management Workforce

Competition Management could have up to 40 generic paid and volunteer position titles and position descriptions that may be applicable across all sports. Once a sport has developed its workforce requirements (which are influenced by the experience, size and complexity of a sport) it can adapt the generic position descriptions with any sport-specific criteria and duties as necessary.

Recruitment

The recruitment timeline for Competition Management Staff should be progressive and on a sport-by-sport basis in accordance with the overall timeline of Sport deliverables dependant on other OCOG Functions, venue operations planning requirements, the timing of the Test Event and scope of each sport's operation.

A successful process for the recruitment of Competition Management staff is through a secondment programme coordinated through National, State and Regional Sporting Federations.

An OCOG should also adjust its selection strategy of Sport Managers in accordance with the skills and expertise in certain sports by domestic candidates, or a lack of those available. Common practice for previous Olympic Games was to create Competition Management teams that would blend international knowledge and experience in specific sports with the good reputation and relationship in national sport federations.

In the past, this was sometimes achieved through the recruitment of a Sport Manager and a Deputy Sport Manager, where one of the two was a foreigner and the other was domestic sports expert. The ultimate objective is to find the best candidate to run the sport at the highest level. Should this expertise not be sourced locally, the key to leaving the best legacy for the host country is to take advantage of the chosen candidate's international expertise to train the local staff.

In addition, it is good to have a balance of those with Games experience and those that are new to the Games. The two sides often challenge each other to on how to best deliver sport for the Games.

2.5 Sport Volunteers

Introduction

This section outlines the scope of Sport Volunteers.

Sport Volunteers ✕

Specialist Volunteers

Many sport volunteers are considered specialist volunteers as they are appointed to a role based on specific skills such as having a technical knowledge of the Field of Play of a particular sport.

Baseline Requirements

Each Sport Manager is given a brief on the roles and number of volunteers used for past Games. The Sport Managers should review the list to develop their baseline volunteer requirements. The numbers are progressively reviewed through Venue Dot Planning exercises. For processes, see the Technical Manual on Workforce. As with staff, the Sport volunteer requirements fluctuate very little from Games to Games. It is critical to use the data from past Games to accurate plan the requirements for sport workforce.

Job Titles

Some Sport Volunteer job titles should be standardised across sports where positions are generic across sports, i.e. FOP Supervisor, in consultation with Workforce Planning. It is also invaluable to review workforce titles from past Games to better understand the different titles required.

Recruitment

The initial recruitment drive for Sport Volunteers should occur in coordination with the general volunteer recruitment process. Each sport should liaise directly with its national and regional sporting associations to present the volunteer opportunities available in its particular sport and encourage them to register their interest through the general recruitment drive.

Sport Volunteers, Continued

Sport Volunteers
(continued)
✗

Targeted Recruitment

In the instance that the sport does not have a strong membership base in the host country with an extensive number of skilled volunteers, it is sometimes necessary to plan a targeted recruitment programme for volunteers through associated sporting organisations or universities/colleges with related sporting degrees/courses. These volunteers will require more detailed training programmes.

The Sport Competition Programme could conduct the interview process for its identified volunteer group. Up to two interviews can be undertaken, the first to identify the volunteer's suitability to the position and the second to perform a skill assessment of the volunteer (if a particular skill is relevant to the position, i.e. ball persons in tennis).

Training

All Sport Volunteers undertake the three levels of OCOG volunteer training, being Orientation Training, Venue Training and Job-Specific Training. Each sport works with the OCOG Workforce Function to develop the necessary training modules and materials as required for the successful delivery of the Sport Job-Specific Training. The main objective is to provide the sport workforce with as much event experience as possible, through running lower level events prior to the test events as well as ensuring involvement with other events not hosted within the Games' venues.

For Sport Volunteers recruited for the Paralympic Games, general training on the Paralympic Movement, the Paralympic Games, the sport and general disability awareness should be incorporated.

Participation in Test Events

As part of the selection process, it is recommended that Sport make it a compulsory requirement that Sport Volunteers commit to attending their Sport Test Event if they want to be considered for a Games-Time role. The Sport Test Event is an essential opportunity to conduct job-specific training and ensure that Sport Volunteers are assigned to the appropriate volunteer positions.

Sport Volunteers, Continued

Appointment and Communication

Whilst the recruitment of the Sport Volunteers occurs through the General Recruitment Process, once initial applications are received, Sport could be responsible for the appointment and ongoing communication with its Sport Volunteers. This can occur in line with the Volunteer Recruitment timelines, process and programmes to ensure consistency with the General Recruitment Process. It is critical to clarify with Workforce the communication responsibilities between the two Functions.

Sport is responsible to ensure that the level of service for the Sport Workforce meets the expectations that are required to run the Games. This applies to the care and feeding of staff, including the quality, quantity and timing of all meals, arrivals and departures, quality of uniforms (especially for Winter Games) and accommodation.

2.6 IF Relations and Memorandums of Understanding

Introduction

This section outlines the role of Sport Competition in managing IF requirements and a suggested model on how to centrally manage IF requirements across all sports. Sport should be the central point for all communication with IFs and act as the coordination link with all other OCOG Functions.

Technical Obligations for IFs
△ ✕

As defined in the Olympic Charter, each IF is responsible for the technical control and direction of its sport at the Olympic Games and all elements of the competitions, including the schedule, field of play, training sites and all equipment must comply with its rules. For all these technical arrangements, the OCOG must consult the relevant IFs. The holding of all events in each sport is placed under the direct responsibility of the IF concerned. From the moment the Games are awarded to the host city, the OCOG should contact each IF and ensure that a main IF representative is appointed for each sport/discipline.

IF Requirements
✕

This Manual provides information on the general IF requirements that are applicable to all IFs. Additional IF-specific and technical information, as it relates to Olympic Games requirements, (e.g. competition format, schedule, officials, venue, sports equipment, test events), can be found on the OGKM Extranet (http://extranet.olympic.org). References can also be made to individual IF websites.

It is important for the OCOG to maintain a flexible approach to its management of IF requirements, taking into consideration the specificities of particular sports and particular IFs.

Role of Sport Competition

Sport Competition is responsible for planning and provision (in coordination with the appropriate OCOG service provider) of the IF Requirements.

Primary Contact for IFs

Sport Competition should be the primary contact point between IFs and the OCOG, with the Sport Director and Head of Competition being responsible for all OCOG Communication until the appointment of Sport Managers for each sport. The IF will determine who will be its contact point in the early years, as it may vary from IF to IF. The IF Technical Delegates liaise closely with the Sport Managers in the planning and implementation of each sport on the Olympic Programme.

IF Relations and Memorandums of Understanding, Continued

Requirement for IF Memorandum of Understanding △

In order to formally document the agreed service level that takes into consideration both the fundamental operational conditions and the sport-specific needs of the IF, the OCOG must enter into a Memorandum of Understanding with each IF. There is a need for the OCOG to take into consideration that some of the IFs' needs may vary depending on the organisational complexity of the sport.

IF Memorandums of Understanding

Such memorandums are developed to provide a dynamic base of common understanding between the OCOG and each individual IF. The IOC and IFs recognise the principle of memorandums of understanding between the OCOG and the individual IFs. They consist of concrete, detailed arrangements on various topics agreed in a timely fashion between the OCOG and Ifs, and represent a binding reference for a smooth partnership between the OCOG and each individual IF.

The OCOG will work to develop a standard structure, with the agreement of the IOC and ASOIF/AIOWF, outlining the general content of these agreements which will then be adapted specifically towards each individual IF.

The Memorandum of Understanding should clearly define the services and deliverables that the OCOG will provide to the IF, together with an explanation of how the OCOG and IF will work together to finalise the specific arrangements as nominated in the clauses and schedules included in the Memorandum.

IF Relations and Memorandums of Understanding, Continued

Schedule of Items for Inclusion

The standard Memorandum of Understanding should have a generic set of items that should be included; however, each IF may request the addition of items that may be applicable only to its sport. IF Memorandums of Understanding from previous Games have included and referenced detailed service levels relating to the following generic items:

- Athlete and Officials Venue Facilities
- Competition Schedule
- Competition and Training Venue(s)
- Competition Management
- Entries and Qualification
- IF Venue Facilities and Equipment
- IF Accommodation, Accreditation and Transport
- IF Officials, Staff and Technical Officials
- IF Technical Visits, Congress and Meetings
- Supplementary Access Control Devices

- Competition Draw and Format
- Sport Equipment
- Scoring, Timing and Results
- Medical and Doping
- Broadcast
- IF Reports and Publications
- Uniforms
- IF ticketing
- Media

- Test Events

Administration of Memorandums of Understanding

The IF Memorandums of Understanding should be centrally managed and administered by Sport Competition Management. Each Sport Manager is responsible for his or her respective sport(s).

For the Vancouver 2010 Games, this was managed centrally by Sport Services, which liaised with each of the sports and service functions to ensure a consistent level of service across each IF. From the service function point of view, it was considered preferable to deal with one person regarding all of the requirements for Sport, which was achieved through the centralized approach within Sport Services.

The Memorandum should be amended as necessary when updated information is received from the respective OCOG service provider, e.g. Accommodation.

When the content of the Memorandum is finalised it should be signed off by the OCOG Sport Director and Sport Manager before being presented to the IF for its final signature.

The Memorandum of Understanding can be signed off progressively as services are finalised following a fixed schedule of dates that should be developed in-line with the Sport Milestones. The final date for sign-off should be no later than six months prior to the Opening Ceremony of the Olympic Games.

IF Relations and Memorandums of Understanding,
Continued

Dispute Resolution ✗

As stated in the Host City Contract, any dispute arising between the OCOG and the IFs which cannot be resolved amicably between the parties concerned, shall be submitted to the IOC for final resolution.

Paralympic Games Memorandums of Understanding ▸ IPC

The OCOG, the IPC and the IPSFs shall enter into Memorandums of Understanding for each sport on the Paralympic Programme. The same approach and structure used by the OCOG for the Olympic Games to develop and complete the Memorandums of Understanding should be used for the Paralympic Games.

Main milestones in developing the Memorandums of Understanding

First draft of IF MOU (structure, general content)	G–42m
IF MOU general principles defined	G–30m
MOU Final signed with IFs	G–6m

2.7   Test Events

Introduction

This section provides an overview on the objectives of hosting Test Events and highlights the stages of planning and the key role of Sport Competition in the planning and staging of Test Events.

Organisation of Test Events
△ ✕

As described in the Host City Contract, the OCOG shall ensure that test events are organised for each sport and discipline included in the Programme for the Games, in order to test venues and operations. The OCOG shall submit the proposed test events to the IOC for its prior written approval. The OCOG is also required to develop a test event matrix which determines the level of involvement of each functional area. This matrix should be submitted to the IOC and the relevant IF prior to the respective event.

As explained in the Olympic Charter, pre-Olympic events must take place under the technical supervision of the relevant IFs. The pre-Olympic events are subject to the provisions of the Olympic Charter to the extent determined by the IOC Executive Board.

Test Events, Continued

Core Objectives of Test Events

Next to running the Games themselves, Test Events are the most important deliverable for Sport. It is the first time the OCOG has to deliver on the international stage and is critical that the OCOG allocates the resources to ensure the success of the project. Certain key elements should therefore be distinguished from the outset, including:

- Who is leading the Test Event program and how it is being resourced
- Where the budget will reside (in Vancouver it was managed centrally within Sport and Venue Management)
- Appropriate resources to support the Test Event programme across the OCOG

The core objective of Test Events is to produce the best possible environment for all Functions of the OCOG to test their Games operations under conditions as close as possible to those at Games-Time and to subsequently learn how to improve operations for the Games. Elements of Games-time operations include the sport's Field of Play aspects of Function operations, technology systems, coordination, command and control and management. The main objectives of Test Events are to:

- Test the competition venue, in particular the FOP and all athlete facilities;
- Train, coordinate and evaluate staff, contractor(s) (if in place) and volunteer performance in an event environment and develop an effective integrated team structure;
- Evaluate the performance of the technology systems and processes supporting all functional aspects of the venues and the overall Games environment;
- Test the operating plans of the venues; and
- Build the venue team by having all of the functions work together for the first time.

Athletes, both from the Host Country and other countries, will benefit from Test Events, particularly outdoor sports, by experiencing Games-time weather and venue conditions.

The Test Events also increase motivation for the OCOG staff, providing 'concrete' experience 'out of the office'. In addition, the Test Event programme can be used to generate increased levels of interest and involvement from the local community and to develop an Olympic 'atmosphere' within the Host City.

Test Events, Continued

Planning Phases of Test Events

1. Test Event Strategy

The OCOGs' strategic approach to Test Events should be defined and provide a framework for event selection and subsequent planning. The strategy should include the OCOGs' objectives, Test Event selection criteria as mentioned below and its approach to levels of service, levels of testing and level of Function involvement. Respective responsibilities of all entities involved should be established. A Test Event Planning Team should be appointed to develop this strategy, with Sport as a central participant, along with Venue Management.

2. Event Selection

The list of proposed Test Events should be based on a number of event selection criteria. These criteria include considering the existing expertise in sport and venue operations for each of the sport competitions, considering timing of events (particularly for outdoor sports), the construction schedule of venues, IF calendars, event clustering, new or existing venues and the use of non-sporting events. Test Events shall be determined and developed with IF consultation and agreement. Such events usually fall into one of the following categories:
- Existing international IF events (e.g. World Cup, Grand Prix or World Championship – see note below);
- Invitational events/tournaments; and
- Existing national events (e.g. national championships).

3. Definition of Events

'In principle' definition of events is the next phase in the Test Events planning process. It includes validating the selection of events against the defined criteria (as set out in the Test Events Strategy), defining the scope of each Test Event (including a testing needs analysis for each Function), validating the preliminary Test Events budget and establishing the level of involvement for each of the Functions. This needs to be lead centrally through a Test Event Planning Team.

4. Detailed Event Planning

Detailed Event Planning involves the formation of Venue Teams and is largely lead by Sport, which has the most experience is developing the scope of the events. It is essential to start engaging the venue team to determine the ability of the functions to play an active role in the delivery of the Test Events.

Test Events, Continued

Establishing Events and Dates

Sport Competition Management is responsible for the establishment of the events and dates in cooperation with the relevant IF/NF. These events and dates should be in-line with the Test Event strategy, and should be agreed within the OCOG by Venue Management, Sport, Technology and Venue Construction. Test Events for outdoor sport disciplines which are dependent on weather conditions during a particular time of year should be held during the same month as the Olympic Games to reflect the reality of the weather's influence.

Calendar of Test Events

The actual calendar of events that are going to be run should be evaluated closely. The number of months over which the Test Event programme is spread should be reduced where possible. There needs to be an objective to cluster as many events as possible to as closely replicate the Games experience as possible. Events taking place within the last six months prior to the Games can be difficult and distracting for some Functions and the OCOG generally.

Existing IF or NF Events

IFs normally have detailed regulations and procedures regarding the assignment of their events. In most cases, IFs go through a bid process in which the responsibility for organising their events is assigned to the National Federation and, in some cases, a local authority. For some smaller events the IF may take more direct control over the organisational responsibility, but usually still in agreement with its National Federation. Moreover, the place on the calendar for such events is usually determined by a number of factors including tradition and timing of similar events. It is therefore important for the OCOG to understand these processes and procedures, as well as the responsibilities they must bear when considering existing IF or NF events.

Invitation Events

Where suitable existing events on the IF or NF calendar are not available, Sport should work with the IF and NF to create Invitation Events for which the OCOG will be responsible for inviting teams or athletes in a pre-agreed format. One of the advantages of these events is the reduced presence of marketing rights, which offers the opportunity to involve the OCOG sponsors where possible.

Test Events, Continued

Marketing and Television Rights

Particularly for existing IF events, marketing and television rights should be negotiated between the IF and the OCOG as early as possible; the events are typically awarded from the IF to the NF and then to the OCOG to execute. However, both parties should ensure that the marketing rights do not preclude the testing of essential competition elements (e.g. results systems) and that the IFs' existing marketing and TV agreements for events are respected.

Athlete Entry into Host Country

While not an obligation in the Host City Contract, the OCOG should take the necessary steps to ensure that all international athletes invited or regularly participating in Test Events shall be granted entry visas without discrimination.

Replication of Olympic Games Event Format

Test Events should replicate the actual competition format of the Olympic Games event. The difficulty in using events such as World Championships or World Cups is that, in most cases, the requirements are typically quite different to those that exist for the Olympic Games. The competition format, number of competitors and NOC quotas differ remarkably and the potential IF sponsor conflicts often may create difficulties with the OCOG commercial partners and therefore should be anticipated. Nevertheless, there have been cases where IF world championships (e.g. juniors) have been successfully staged as Test Events with the agreement of the OCOG, NF and IF concerned.

Training Venues and Training Schedule for Test Events

Training venues are needed for some sports during Test Events. Extra planning is necessary for the usage of the training venues as well as a separate training schedule for all Test Events.

IF Involvement in Test Events

Sport Competition is required to communicate directly with the IFs to coordinate their level of involvement and to ensure agreement as to the testing objectives of the events. Key to this is the following:

- Agreement on OCOG and IF responsibilities – who is responsible for what needs to be defined prior to the Test Events;
- Agreement on the payment of athletes' expenses, travel expenses etc. to attend Test Events;
- Agreement on the level of service for Test Events with respect to IF Hospitality and other services (e.g. Transport);
- Agreement on the testing objectives with IOC and IFs – what do they see as key for testing

Test Events, Continued

**IF Involvement in
Test Events
(continued)**

- Agreement with IFs regarding broadcast rights; and
- Agreement with IFs as to which IF Officials will be invited to attend the Test Event and what costs will be met (e.g. President, Secretary General, Technical Delegate, etc.). Depending on the type of event chosen as the Test Event, the OCOG should also agree with each IF as to which ITOs are necessary for the satisfactory running of the Test Event, and agree to meet the travel and accommodation costs for the duration of the Test Event, as well as during an agreed period prior to the Test Event. It is not expected that all the ITOs foreseen for the Olympic Games will be required at the Test Event. Nevertheless, in the case that the Test Event is a World Championship, the IF has the right to determine the number of ITOs required, in accordance with its Regulations.

**Memorandum of
Understanding
with NFs**

If a decision is made to adopt an existing IF or NF event as a Test Event, it is essential that a Memorandum of Understanding (MOU), or other form of agreement, be developed between the parties to clearly define the specific roles and responsibilities, and level of involvement between the OCOG, the IF and the NF in the hosting of the event. Sport Competition is required to communicate directly with the NFs to coordinate their level of involvement. Depending on the event, the management of the relationship is critical to the delivery of the Test Event.

Key to this is the following:
- Clarity regarding the roles and responsibilities of the NF and OCOG to deliver on the IF Test Event requirements.
- Definition of the ownership of the marketing rights
- Test Event Management, in terms of decision making authority and budget control

**Coordination
through "Test
Event Clustering"**

Running a series of events concurrently, or a "Test Event Cluster", provides an important opportunity for the OCOG to evaluate its ability to run multi-sport events at the same time, testing the loading of systems, and simulating its Games-Time coordination, command and control. This has proved to be a very successful exercise for previous Games and, while not an obligation, it is considered to be an essential experience for the success of the Games' operations. It is recommended that the OCOG gains experience with individual test events prior to moving to a cluster approach.

Test Events, Continued

Communication

The operation of the OCOGs' Venue Teams during Test Events is a valuable experience. While there will be a number of invaluable lessons from the Test Events, the primary issue that has consistently emerged from staging Test Events has been the importance of communication between all Functions within the Venue Team, as well as between the Sport Manager and all areas of the Sport and Venue Teams. Possibly the greatest outcome of the Test Event programme is the creation of a solid venue team that is ready to take on the challenge of operating an Olympic venue.

Evaluation

To achieve the Test Event objectives, it is essential that an evaluation process be put in place which also takes into account the feedback from the IFs. Lessons learned from each Test Event should be fed into all future events planning, both for the remaining Test Events and for Games plans. This process should also provide the opportunity to communicate all of the lessons learned throughout the OCOG.

Paralympic Sport Testing
▸ IPC

While Paralympic Test Events are not a mandatory undertaking for OCOGs, it is strongly encouraged that Paralympic testing is planned and executed to ensure the successful hosting of the Paralympic Games. Past justification for Paralympic Sport Testing includes the following:
- A general need for the OCOG and host nation to have a greater knowledge and experience in organising Paralympic sport competition;
- A need for the OCOG workforce to receive training and experience in Paralympic-specific policies and procedures;
- A need to identify key differences and operational efficiencies in the delivery of venue operations and Games services;
- A need to optimise Olympic Games to Paralympic Games transition planning and operations in areas such as venue overlay, accessibility, security and FOP set-up;
- A need to promote Paralympic sport both internally (within the OCOG) and externally (throughout the Host City); and
- A need to test Paralympic-specific sport equipment, technology and competition procedures.

In past Games, OCOGs have used a combination of activities to conduct Paralympic Testing. Some examples include: hosting formal Paralympic Test Events, testing Paralympic-specific elements during Olympic Test Events and supporting national and international competitions for athletes with a disability held in the host city and country.

2.8   Competition Venues

Introduction

This section outlines the role of Sport Competition in the planning for competition venues.

IF Venue Requirements △ ✕

It is critical for the OCOG to have a clear understanding of the most current IF technical requirements as they relate to competition venues for each sport e.g. standard field of play dimensions, standard warm-up space needed, standard back of house requirements for athletes' preparation and IF spaces.

Refer to the Technical Manual on Design Standards for Competition Venues and the OGKM Extranet (http://extranet.olympic.org).

Candidate City Requirements △

All competition venues must be listed in the Candidate City Files of each OCOG with the approval of the respective IFs, in accordance with the Candidate City Requirements.

Olympic Venues △ ✕

As described in the Host City Contract, the capacity, contents, location, structure (permanent/temporary) and construction schedule of the venues proposed by the City and the NOC in their application to host the Games may not be modified without the prior written approval of the IOC, in consultation with the relevant IF. Venue design standards are further detailed in the Technical Manual on Design Standards for Competition Venues.

Proposed Changes of Venue △

In the instance that a competition venue location must be changed, the OCOG must be able to demonstrate to the IF and IOC that the change in venue is both beneficial and an enhancement on the Candidate City proposal.

Changes to competition venue locations must be approved by the IOC Executive Board.

Competition Venues, Continued

Detailed Sport Planning

Sport plays a central role in the planning of the competition venues. It is critical for the venue planning and design teams to first understand the event to be hosted in the competition venue in order for them to properly plan the requirements for the venue. Detailed Sport planning, with the support and consultation of the IF, should be the focus of the initial planning for competition venues and it is important for very good working relationships to be established between Sport and Venues.

Field of Play (FOP)

The Sport Manager plays a central role in the development of the detailed FOP designs in consultation with the venue development managers and architects.

Field of Play Approvals △ ✕

As outlined in the Olympic Charter, each IF is responsible for the technical control and direction of its sport at the Olympic Games; all elements of the competitions, including the schedule, field of play, training sites and all equipment must comply with its rules.

The Field of Play design must be approved by the respective IFs. In addition, the IFs need to approve the FOP camera positions and photo positions.

Media ✕

Olympic Broadcast Services (OBS), which also represents the interests of the Rights Holding Broadcasters, has a significant level of input in the planning for the FOP. Sport, the IF, OBS and Press (for photo positions) and must work closely from the early planning stage in order to resolve FOP issues. The priority should be to balance providing excellent media coverage of the Olympic Games while not impacting on the athletes or the presentation of the sport. Typical issues that can arise between Sport, OBS and Press include: location of FOP cameras, photo positions and the location and operation of the Mixed Zone. Refer to the Technical Manual on Media – Part 2 – Broadcasting for more information.

Competition Venues, Continued

Look of the Games ✗

Look is a very essential aspect of the Games' image as it establishes one uniform identity across all Games venues and the host city for the participants, spectators and viewers from around the world. It colours and shapes the perception of what the world television audience remembers, as well as the athletes and spectators. It is one of the most important elements of Games-Time experience.

The IFs should be consulted on the incorporation of all Look elements in (and around) the Field of Play at their respective venues. In particular, each relevant IF must be consulted on the technical elements of the pictograms proposed by the OCOG for their respective sports. Refer to the Technical Manual on Communications for more information about pictograms.

There must be strong communication between Sport and Look of the Games, especially in the mountain venues for the Winter Games. It is the responsibility of Sport to ensure that the Look of the Games Department understands the specificities of winter conditions and the resources required to fulfil these requirements.

IF Visual Recognition △ ✗

According to the Olympic Charter, the Olympic flag must fly over each competition venue.

Along with the Olympic flag and other flags, the IF flag shall fly at each of its respective competition venues throughout the Olympic Games, between the Olympic flag and the OCOG flag. Refer to the Technical Manual on Protocol and IOC Protocol Guide for more information.

Additional IF recognition must be placed next to the field of play at all competition venues. The size and shape will be decided upon by the IOC and implemented by the OCOG.

IF Visual Recognition

In addition to its flag, each IF will receive a visual recognition within the competition venue in a way that is consistent with the Look Programme and in accordance with IOC guidelines.

Competition Venues, Continued

Paralympic Competition Venue Requirements △ ✕ ▸ IPC	The role of Sport Competition in the planning for Paralympic competition venues is identical to that of the Olympic Games. The OCOG is required to provide a high standard of equipped competition venues meeting the IPSF requirements for all sports/disciplines on the Paralympic Sport Programme, in accordance with the IPC/IOC Agreement – Organisation of the Paralympic Games, and the IPC Handbook.
	In principle, wherever and whenever possible, the competition venues used for the Paralympic Games should be those used for the Olympic Games.
	Refer to the Technical Manual on Paralympic Games for more information.

2.9 Sport Equipment

Introduction

This section provides an overview of the role of Sport in the identification, supply and services associated with Sport Equipment used in all competition and training venues during Test Events and the Games.

IOC Sport Equipment Guidelines

The IOC Sport Equipment Guidelines for the Summer Games are attached as an Annex to this Manual. These guidelines outline the specific details relating to Sport Equipment stakeholders and processes. For the Winter Games, the sport equipment lists are developed by Competition Management with the input from each respective IF and with the assistance of OGKM materials from the previous Games.

IF Equipment ✕

The OGKM Extranet (http://extranet.olympic.org) lists, by International Federation, the specific sport equipment requirements and provides specifications where available.

IF Responsibility ✕

As outlined in the Olympic Charter, the IFs must inform the OCOG, the IOC and the NOCs, at least three years before the opening of the Olympic Games, about the characteristics of the required technical installations and the sports equipment to be used to equip the venues during the Olympic Games.

For detailed guidelines regarding Sport Equipment, refer to the IOC Guidelines regarding Authorised Identifications for the Olympic Games, the Technical Manual on Brand Protection and the abovementioned Sport Equipment Guidelines.

Scope of Sport Equipment ✕

The Sport Equipment sub-function manages the identification, supply and services associated with sport equipment for the Test Events and Olympic Games. The scope should include:
- Identify all sport equipment requirements for Test Events and Olympic and Paralympic Games at training and competition sites, in conjunction with the Sport Managers and the Games Training Sub-Programme;
- Ensure that equipment meets IF requirements;
- Determine the sport equipment suppliers in conjunction with IFs, OCOG Marketing Programme, Procurement and Sport Managers;

Continued on next page

Sport Equipment, Continued

Scope of Sport Equipment
(continued)

- Develop and manage the budget for all equipment;
- Manage Sport component of the procurement process, including definition of equipment categories, setting timelines for opening categories, finalising Scopes of Work, ensuring the appropriate approval process is fulfilled, answering queries from prospective suppliers, receiving and reviewing proposals, negotiating with preferred suppliers and reviewing contracts. This is usually done in conjunction with Procurement and/or Marketing Functions;
- Establish implementation process, including procurement system, receipt, tracking, storage and delivery, management of technicians, tear-down, recovery, transfer to Paralympic Games and disposal (in consultation with OCOG Procurement Programme);
- Act as the central contact between Sport Equipment Technicians and OCOG Functions required to service them;
- Troubleshoot on sport equipment issues for venue-based Sport Function staff (Sport Managers, Sport Equipment Supervisors, Training Site Supervisors, Technical Operations Managers);
- Manage all contracts for sport equipment; and
- Establish and maintain the comprehensive database needed to cover all items of sport equipment.

Also refer to the Annex on Sport Equipment at the end of this Manual.

Equipment Technicians

A variety of sport equipment technicians are required to install, repair and remove the vast array of sport equipment items. Some technicians come with the individual suppliers, some are contracted by the OCOG, some are proposed by the IFs, and the World Federation of the Sporting Goods Industry (WFSGI) facilitates the appointment of technicians on behalf of the major suppliers, with approval from the IOC.
For the Winter Games, there are a number of technicians that are responsible for items including safety equipment, snowcat drivers and ice resurfacing machines. In addition, the Ski Racing Suppliers (SRS) association has approximately 700 personnel providing support and services to their sponsored athletes.

Sport will need to assist in the accreditation, accommodation and ground transport requirements for sport equipment technicians.

Sport Equipment, Continued

Central Management of Sport Equipment

Sport Equipment shall be centrally managed; however Sport Managers must be involved in the process, giving their accountability toward International Federations. Central management of Sport Equipment should ensure that:
- Generic processes will be developed and followed across all sports. In developing the processes, other involved Functions need one central point of contact;
- Management of the budget on a project basis, that is, where savings are made on one purchase, they can to be put back into the centralised budget to be applied to an overspend on another purchase; and
- Grouping of items across all or many sports for one particular purchase category. That is, rather than have each Sport Manager purchase flags for his or her own sports, potentially ending up with 20 different flag suppliers, grouping all sport flag requirements into one scope will allow for the procurement from one supplier, encouraging a lower unit cost and less complex logistics.

Database

Sport Equipment should establish one database to cover all items of Sport Equipment required for Test Events, Olympic and Paralympic Games, regardless of who holds the budget.

Sport Equipment versus Venue Equipment

Sport Equipment staff should liaise closely with Venue Operations and Venue Development Functions to define, firstly, what equipment will be provided by the venue, particularly newly constructed venues and secondly, to clarify whether equipment used to maintain the FOP (e.g. grass mowing equipment, tractors, snow removal, etc.), will be regarded as Venue Operations Equipment.

Disposal of Sport Equipment

It is essential that the OCOG ensures that any commitments made during the bid or life of the OCOG, as they relate to the sport legacy of the Sport Equipment, are clearly communicated to all OCOG stakeholders to ensure that there is no conflict of interest in the disposal strategy of Sport Equipment at the end of the Games.

Sport Equipment, Continued

Disposal of Sport Equipment
(continued)

The OCOG needs to determine whether sport equipment should be offered to the sporting community of the host nation, including NFs, schools, deprived communities (including those of other countries), or to commercial or private organisations to generate the highest amount of revenue.

Olympic versus Paralympic Sport Equipment
▸ IPC

While it is recognised that a large majority of sport equipment can be used in sport competitions in both the Olympic Games and the Paralympic Games, the OCOG should clearly identify Olympic 'carryover' items, 'Paralympic-specific' items and Olympic versus Paralympic quantities of expendable items that are ordered for both Games. Such tracking assists with identifying efficiencies, reducing costs and tracking inventories during the transition period and Post-Games.

2.10 Games Training

Introduction

This section provides an overview of both Pre-Games Training and Games Training. Games Training is an important part of the Olympic and Paralympic Games organisation. All athletes will spend more hours in training than in competition.

Training Facilities △ ✕

According to the Olympic Charter, all technical requirements relating to training facilities identified for use before and during the Olympic Games must have the agreement of the IFs and of the OCOG before being submitted to the IOC Executive Board for approval.

The role of the Games Training sub-Function

The Games Training sub-Function oversees the planning and organisation of all projects related to athletes' training for all Olympic and Paralympic sports, in cooperation with the Sport Managers and according to the IFs' technical requirements.
At the Vancouver 2010 Olympic Winter Games, Competition Management was responsible for the training facilities required for all sports and disciplines.

Games Training Projects

The key project for Games Training is the planning of training venues. Other projects are related to operational functions as they apply to training. Games Training oversees the planning and organisation of:
- Pre-Games Training, providing options to train in the host city and country before the opening of the Olympic Village;
- Games-Time Training, providing training venues for use during the Games, after the opening of the Olympic Village; and
- Training Schedule, providing a detailed training schedule for all sports and disciplines. In the Winter Games, training schedule is managed by the Sport Services sub-function for Competition Schedule due to the fact that there is a very small number of independent training venues and most of the competition venues also serve as training venues which require very close coordination between competition and training schedule

2.10.1 Pre-Games Training

Pre-Games Training

Pre-Games Training provides an opportunity for athletes of all sports included in the Competition Schedule to train in the Host City and country in the years leading up to the Olympic Games.

Pre-Games Training Operating Plan

To identify and arrange opportunities to train in the Host City and country in the years leading up to the Olympic Games, the OCOG should contact relevant local councils, local/state government departments (sport-related) and National Federations to obtain assistance in identifying suitable Pre-Games Training venues in the Host Country.

Pre-Games Training involves sports venues, sports organisations and local/state authorities from around the entire country and not only from the Host City and the satellite cities. It can help the OCOG to create effective relationships with the country's local/state authorities and provides an opportunity for other sports venues, not involved in the Olympic Games, to be upgraded.

Pre-Games Training Guide Publication

A Pre-Games Training Guidebook and/or CD should be published four years before the Games and updated as required. Each OCOG should decide on the level of detail of the information to be included. The core content is made up of the sports venues which the OCOG is responsible for selecting, according to the technical requirements of each sport. The guide should list relevant information, specifically the available training facilities, and contact details for the available training facilities in the host country, where appropriate. Other relevant information such as accommodation opportunities, transport, climate records, recreation possibilities, historical information about each region etc. can also be included. Sport should liaise closely with NOC Services on the contents of this publication.

It should be noted that the word 'Olympic' cannot be used, either in the Guidebook's title or for the selected sports venues, as they are not part of the organisation of the Olympic Games.

The Guidebook should be distributed to all NOCs and to key groups in the Host Country, including relevant government sport departments and National Federations.

Continued on next page

Pre-Games Training, Continued

Pre-Games Training Guide Publication Process

The following process is proposed for the publication of the Pre-Games Training Guide:

- Decide on the format and the information to be included;
- Set criteria for venue selection according to the operating plan;
- Create an application process which includes the technical requirements for training venues for all Olympic sports;
- Gather submitted applications, evaluate and select sports venues;
- Write text;
- Produce Guidebook and/or CD;
- Distribute Guidebook to all NOCs;
- Publish Guidebook on the official OCOG website; and
- Update Guidebook as required.

For the Vancouver 2010 Olympic Winter Games, the Provincial Government produced a facility based website that outlined all of the potential training and event hosting facilities that were available in the province. All of the information was available on-line and no publications were required. The website is one of the legacies of the Games and is used to promote the facilities in the province.

Pre-Games Training Management

The Pre-Games Training project has been managed in different ways by previous OCOGs:

- The OCOG, through the NOC Services Department, collates requests from the NOCs and makes the training arrangements with the organisations responsible for each sports venue. This was the approach taken by the Athens 2004 OCOG; and
- The OCOG contacts local councils and/or local/state government departments (sport-related) which create Task Forces to undertake responsibility for NOC training arrangements. The NOCs deal directly with these Task Forces. This was the approach taken by the Sydney 2000 OCOG. In this case, the OCOG should ensure that there are appropriate contacts within each State/Region for NOCs in their enquiries about Pre-Games Training. The contacts should be included in the Pre-Games Training Guide and the nominated contacts could be invited to participate in seminars or meetings with NOC groups.

IF Involvement in Pre-Games Training

In competition venues where safety or a perceived home field advantage can be achieved by venue access, the IF plays a role in determining the amount of venue access needs to be made available to the NOCs. For the Winter Games, this holds true especially for the Sliding Sports and the Oval. The IF plays a key role determining the appropriate venue access by sport and works with the OCOG on the timing of this provision.

Pre-Games Training, Continued

Confirmed Pre-Games Training

The OCOG must be aware of where and when teams have made arrangements to conduct Pre-Games Training. Where appropriate, the nominated contacts in each State/Region should update the OCOG regularly on where teams have made arrangements to conduct Pre-Games training.

A summary of this information should be compiled for internal planning purposes and should be distributed to all Functions as necessary, e.g. NOC Services, Arrivals and Departures, Community and Government Relations.

Paralympic Pre-Games Training Guide

A Paralympic Pre-Games Training Guide, which should be produced by the OCOG in parallel with the Olympic Pre-Games Training Guide, should integrate all necessary information to assist the needs of the National Paralympic Committees. It should be a separate publication (Guidebook and/or CD) which makes reference to the Paralympic sports that may be accommodated within each facility and which covers the relevant Paralympic sport's technical requirements. When identifying Pre-Games training locations for particular Paralympic sports, OCOGs should ensure that an accessibility assessment is conducted for the relevant venues/locale and provisions (permanent or temporary) made to address any barriers identified.

2.10.2 Games-Time Training

Games Training
△

Games Training must provide training facilities for all athletes from the opening of the Olympic Village until the end of competition for the sport. The Games Training Sub-function is required to ensure that they are fitted out to meet the IF technical requirements, working closely with the Sport Managers. This includes training venues for sports held in satellite cities. All training venues must be open for athletes' training on the opening day of the Olympic Village. Training venues may in principle be opened later upon approval of IOC Coordination Commission and the respective IF.

Training Venues – Categories

The training venues should be located within the shortest possible distance, ideally not more than 30 minutes away from the Olympic Village.

There are four categories of training venues where Games-Time Training may occur:
• Training areas within Competition Venues;
• Multi-Sport Training Venues/complex;
• Independent Training Venues and satellite cities training venues; and
• Olympic Village Recreational Sports Complex (fitness and recreation).

Training Areas within Competition Venues

Some sports are able to conduct some or all training on the Field of Play (before competition starts), in warm-up areas and/or in separate areas at the competition venue. In the Winter Games, most of competition venues, if not all of them, include training areas within Competition Venues.

Multi-Sport Training Venues or Complex

In some cases, training areas for several sports could be grouped together in one venue and/or several training venues could be grouped together in one complex. Good examples are Regents Park in Sydney and Dekelia Training Complex in Athens. Such organisation can simplify operational issues.

Independent Training Venues

Some sports use stand-alone venues in independent locations for their training. Training venues in satellite cities are also in this category.

Games-Time Training, Continued

Olympic Village Recreational Sports Complex ✕

Each Olympic Village must provide fitness gym training opportunities to all residents. Optional facilities for recreational use only, such as an athletics track, long-distance running path, swimming pool, tennis courts, open basketball and volleyball courts, can be provided. Further information can be found in the [Technical Manual on Olympic Village](#).

"Official Training"

According to IFs' rules so-called "official training" is the obligatory part of athletes' preparation for the competition in some sports in both Summer and Winter Games (but much more present in the Winter Games). Official training replicates the competition conditions with specific dates, times and competition format. The level of service during the official training is equal to the one of the competition, with the exception that there are usually no ticketed spectators. This is in addition to 'Free Training' (i.e. scheduled access to the training/competition facility but the content of the training session is at the discretion of the coach). Some Winter Sports will only conduct official training, while other Sports will conduct sessions of both Free and Official Training. In the case of Figure Skating, one stand-alone training venue is needed for which tickets can also be sold.

At the Salt Lake City, Turin, and Vancouver Olympic Winter Games, the OCOGs implemented a special policy for "Friends and Family's access to the training sessions" allowing the limited number of athletes' family and friends to attend the official training sessions.

Training Venues Operating Plan

The operating plan (part of the Sport Functional Operating Plan) for Games-Time training is based on the proposal made in the bid file, the IOC Technical Manual on Sport and on information from the OGKM programme. The plan should consider the athletes' training needs immediately before competing in the Olympic Games: fast and easy access, a field of training identical to the competition Field of Play, the question of privacy as well as each sport's additional needs, e.g. saunas, massage areas etc.

Additionally, as part of the Sport Operating Plan process, the OCOG should consider whether it plans to use private- or public-owned facilities and who will pay for any upgrading or construction expenses.

In Vancouver, similar to the procedure applied for competition venues, Venue Management ran the training venues with Sport managing all aspects related to athletes' training,

Games-Time Training, Continued

Training Venues Selection

The selection of each training venue should be based on each sport's IF technical requirements and in accordance with the operating plan.

Research on available sports venues which are close to the Olympic Village and a potential training venue complex is essential before making the final selection of training venues. The OCOG should consider whether some similar sports could share training venues, or even share training areas within a training venue (e.g. Boxing, Taekwondo, Wrestling, and Judo).

IF Technical Requirements for Games-Time Training

The OCOG should cooperate with each IF to understand the detailed technical requirements and additional needs and spaces which should be included in the different training venues. The use of training venues at previous Games should be researched in order to recognise the different needs and agree upon them with the IFs.

Field of Play ✕

The design and specifications of each training Field of Play are determined by each IF and it is the responsibility of each Sport Manager to define and ensure the application of the Field of Play guidelines for their respective sport.

The Field of Play is subject to very strict requirements relating to commercial identification and appearance. It is the responsibility of Sport to ensure that the clean venue guidelines are maintained on the Field of Play. Rules should adhere to the requirements as found in the Olympic Charter and the Technical Manual on Brand Protection.

Games-Time Training, Continued

Training Venues Owners Agreements

The OCOG may choose to use training venues with private owners or with public owners:

- An agreement with a private owner (e.g. school, college, university, sports club etc.) which could be made on a rental basis, where necessary; and
- An agreement with a public owner (e.g. local/state authority, school, college, university etc.) which could be made on a concessionary basis, where necessary.
- The agreement process for either of the abovementioned formats has two phases:
- Main agreement between the two parties to decide upon the period of use, the extent and format of the venue's upgrading (permanent or temporary works), potential Test Event use and the framework of cooperation on the issues of staffing, sport equipment, FF&E and operational costs. The agreement should secure OCOG management of all aspects of the venue. (Agreement drawn up at Games minus three years); and
- A further detailed agreement between the two parties which is based on the main agreement and includes specific details on upgrading plans for the facility, staffing, sport equipment, FF&E, technology equipment, upgrading and/or construction timelines, Test Event use, venue management and the roles of the two parties in each. (Agreement drawn up at Games minus 1.5 years).

This process is essential in order to secure the use of the training venues. The process is complex and time-consuming, since it requires a large number of agreements to be drawn up due to the many different owners involved.

Training Venues Construction and/or Refurbishment Plan

The IFs' technical requirements for each sport should be compared to the existing venues and any additional upgrading and/or construction needs must be decided in cooperation with the Sport Managers and according to the IFs' technical requirements.

This information should be forwarded to the body responsible for upgrading the facilities. The OCOG should also forward guidelines as to which works will be permanent and which will be temporary, according to the agreement reached with the owners.

As most of these venues are open for use, often by the general public, the works should be planned close to the Games so that the training venues will be available for Games-Time use directly after the upgrading work is completed.

Games-Time Training, Continued

Training Venues Construction and/or Refurbishment Plan (continued)

The OCOG should work in close cooperation with the responsible body in order to achieve the desired outcome. The Games Training sub-function, the Venue Development Function and, later on, the Training Venues teams should also work in close collaboration on this project.

Training Venues Policies and Procedures

Specific policies and procedures should be developed for training venues as these venues operate differently from the competition venues. One of the most important policies is that which governs access to training venues.

Access to Training Venues

Access to training venues is only permitted to specific categories of accredited persons. Spectators do not normally have access to training venues and media access is restricted in some sports, in accordance with a Media Access to Training Venues Policy developed by the OCOG Sport Department in cooperation with NOC Services, the OCOG Media Department and OBS. Each NOC decides whether its training session is restricted.

Training Venues Brief

Training venue briefs for each sport/discipline should be prepared according to each IF's technical requirements.

The generic spaces for all training venues are:
- Field of Training. The Field of Training should be identical to the competition Field of Play, according to the IF technical requirements for the respective sport;
- Changing rooms;
- Management office;
- Medical examination area;
- Food Services area for athletes;
- Workforce break area;
- Storage room;
- Security office;
- Security equipment space at entrance and exit;
- Media area;
- Cleaning and Waste storage area; and
- Parking area for buses and ambulance.

Games-Time Training, Continued

Training Venues Complex Brief

A brief should be developed according to the current condition of the complex. It should include training venues and all functions, operations and areas needed in a non-competition Olympic complex. The same procedure should be followed when a single venue includes training areas for a number of different sports and disciplines.

Olympic Village Sport Complex Brief

The fitness gym will have a separate brief which can be based on those applied in large fitness gyms. In previous Games, the gym equipment has been provided by a sponsor.

Other facilities for recreational use can also be planned, with a certain flexibility regarding the technical requirements (e.g. 25m, rather than Olympic-size, pool). To ensure an appropriate legacy, it is recommended that these facilities should cover the main technical requirements as far as possible. A brief should be prepared for all the facilities in the sport complex, including the required supporting areas for recreational use.

Games Training Venue Teams

Training Venue teams are typically much smaller than Competition Venue teams because fewer Functions are required for operation of a training venue. Typically, Functions include Sport, Medical, Security and Transport. Others involved in a part-time capacity may include Overlay/Site Management, Look of the Games, Logistics, Press Operations, Cleaning and Waste and Food Services.

The venue teams for competition venues are responsible for the training areas within the competition venues.

Games-Time Training, Continued

**Games Training
Venue Teams**
(continued)

The venue team for independent training venues will be smaller than the venue team at a competition venue. The Functions that should be involved are: Games Training sub-function, Sport, Site Management, Medical, Food Services, Security, Transport, Cleaning and Waste, Look of the Games, Press Operations and Logistics.

The venue team for independent training venues may differ from a competition venue team in that the Functional representatives may not be physically present at the training venues to manage their Functions, since there are so many different training venues. The Functions will need to determine how to manage their operations and whether they will have a representative in each training venue. If not, it may be decided that the Training Site Supervisor will lead the Sport staff in running these operations in the venue.

The venue team for a multi-sport training venue or complex is based on a typical non-competition venue team operating plan modified for the involvement of Sport.

There is no separate venue team for the Olympic Village Sport complex. The Games Training sub-function represents Sport in the Olympic Village venue team.

**Training Venue
Categories –
Operational
Planning Process**

The operational planning process is different for each training venue category but all are based on the model training venue operating plan.

The operating plan for training areas within the competition venues is prepared by the respective Competition Venue team.

The process for all operating plans for independent training venues is led by each independent training venue's venue team with Sport represented by the respective Sport Managers.

The designs for the Olympic use of all training venues should be prepared by the Venue Development Function in cooperation with Sport.

Games-Time Training, Continued

Training Venue Categories – Operational Planning Process (continued)

The operating plan for a multi-sport training venue/complex follows the same procedure as for any non-competition Olympic venue. The Venue Manager leads the process.

The operating plan for the Olympic Village Sport Complex is prepared by the Games Training sub-function, in cooperation with the Olympic Village venue team.

Training Venues Management

The OCOG should manage all aspects of the training venue. The size and type of team managing each training venue will depend on whether it is independent, multi-sport or a training area within a competition venue.

Previous Games have seen Venue Management take responsibility for managing training areas within the competition venues and multi-sport training venues, while Sport has taken responsibility for managing independent training venues and training venues in satellite cities.

Use of Flags
△ ✕

According to the Olympic Charter, the Olympic flag must fly over each training venue.

Along with the Olympic flag and other flags, the IF flag shall fly at each of its respective training venues throughout the Olympic Games, between the Olympic flag and the OCOG flag. Refer to the Technical Manual on Protocol and IOC Protocol Guide for more information.

Each training venue should be supplied with a package of signage, flags and banners that are in line with the Look of the Games.

Continued on next page

Games-Time Training, Continued

Training Venues – Staffing

The staff in training venues may be a combination of OCOG staff and staff employed by the venue owner contracted to the OCOG via the venue use agreement. A key reason for using the existing venue staff is that they know the venue well, particularly with regard to maintenance, cleaning and waste.

Training Venues – Sport Equipment

The OCOG is responsible for the sport equipment for all training venue categories. The Games Training sub-function should work closely with the Sport Managers and the Sport Equipment sub-function to ensure the necessary sport equipment is available for all training venues.

Olympic and Paralympic INFO Intranet Training Page

The Games Training sub-function is responsible for working with the Technology Function to develop the Training pages that will be provided on the Olympic and Paralympic INFO intranet, showing all information related to training schedules, bookings and transport to training venues.

Test Event Training Venues

Training sites are required for some Test Events. A separate list and training schedule must be developed according to the requirements. For Test Events, training venues can be used for sports other than those to which they have been attributed during Games-Time; in addition, completely different training venues may be used just for Test Events. This may arise because the training venue ideally should be situated close to the competition venue and the athletes' hotel, rather than close to the Olympic Village, or because the Games-Time training venue may not be available.

During Test Events, the operation and management of any Games-Time training venues can be tested as well as the relationship with, and involvement of, the venue owner.

Games-Time Training, Continued

Paralympic Training Venues ✖

All Paralympic training venues should be planned in parallel with the Olympic training venues.

A transition plan should be drawn up for all Paralympic training venues that are previously used during the Olympic Games.

Further information on Paralympic training venues can be found on the OGKM Extranet (http://extranet.olympic.org).

Training Venues Required per Sport – Summer

Each IF has specific technical requirements relating to the number and specifications of the training venues required for the Olympic Games. The OCOG should agree these requirements with each IF in good time in order to finalise the training venues plan.

Outlined below is a comparison of the total number of training venues (including all the training venue categories) that were made available for training at the Sydney and Athens Olympic Games and the number of training venues for the Beijing Olympic Games in 2008.

In Sydney and Athens, Sports/Disciplines marked with an "*" indicated that training only occurred within the Competition Venue with no other external training venue in place.

In Beijing, venues marked with an "*" indicated that, training occurred within the Competition Venue, with no other external training venue in place. Venues marked with a "#" indicated that training occurred within the Competition Venue and in external training venue(s). Venues marked with a "§" indicated that training occurred within external training venue(s) only.

Games-Time Training, Continued

Training Sites Required per Sport – Summer

SPORT/DISCIPLINE	SYDNEY	ATHENS	BEIJING
Aquatics			
Swimming	4 Pools	5 Pools	4 Pools #
Diving *	1 Pool	1 Pool	2 Pools #
Synchronised Swimming	2 Pools	2 Pools	1 Pool #
Water Polo	5 Pools	6 Pools	2 Pools #
Archery	25 Targets	35 Targets	34 Targets *
Athletics	5 Tracks 3 Throws	5 Tracks 3 Throws	3 Tracks # 2 Throws #
Badminton	8 Courts	8 Courts	8 Courts #
Basketball	4 Courts	5 Courts	4 Courts #
Boxing	10 Rings	12 Rings	12 Rings §
Canoe / Kayak *			
Slalom	1 Course	1 Course	1 Course *
Sprint	2 Courses	2 Courses	1 Course *
Cycling			
Road	1 Circuit	1 Circuit	1 Circuit #
Mountain Bike*	1 Course	1 Course	1 Course *
Track *	1 Track	1 Track	1 Track *
BMX *	Not applicable	Not applicable	1 Track "

Games-Time Training, Continued

Training Sites Required per Sport – Summer (continued)

SPORT/DISCIPLINE	SYDNEY	ATHENS	BEIJING
Equestrian *	13 Training Arenas	8 Training Arenas	25 Training Arenas #
Fencing	12 Pistes	12 Pistes	14 Pistes #
Football	21 Fields	18 Fields	20 Fields #
Gymnastics			
Artistic	6 Gyms	6 Gyms	2 Gyms #
Rhythmic	6 Mats	6 Mats	8 Mats #
Trampoline	2 Trampolines	2 Trampolines	4 Trampolines #
Handball	6 Courts	4 Courts	4 Courts #
Hockey	4 Fields	4 Fields	2 Fields #
Judo	17 Mats	15 Mats	17 Mats §
Modern Pentathlon	3 Sites	2 Sites	5 Sites §
Rowing *	2 Courses	2 Courses	1 Course *
Sailing *	1 Course	1 Course	1 Course *
Shooting *	1 Range	1 Range	1 Range *
Table Tennis	16 Tables	24 Tables	2 x 16 Tables #
Taekwondo	4 Mats	6 Mats	4 Mats §
Tennis *	16 Courts	16 Courts	6 Courts #
Triathlon	3 Sites	3 Sites	3 Sites #
Volleyball			
Indoor	6 Courts	5 Courts	6 Courts #
Beach *	6 Courts	8 Courts	8 Courts *
Weightlifting	36 Platforms	46 Platforms	50 Platforms §

Games-Time Training, Continued

Training Sites Required per Sport – Summer (continued)

SPORT/DISCIPLINE	SYDNEY	ATHENS	BEIJING
Wrestling	14 Mats	16 Mats	14 Mats §
Olympic Village Sport Facilities	1 Fitness Gym	1 Fitness Gym 1 Athletics Track 1 50m Swimming Pool 2 Tennis Courts 2.5km Running Path	1 Fitness Gym 1 Swimming Pool 4 Tennis Courts 1 Basketball Court 1 Volleyball Court 1 Jogging Track

Note: Marathon Swimming – please note that marathon swimmers will use the Swimming training venues. Venue familiarisation sessions will be organised for both men and women at the competition venue.

Games-Time Training, Continued

Training Venues Required per Sport – Winter

Outlined below is a comparison of the total number of training venues (including all the training venue categories) that were made available for training at the Salt Lake City and Turin Winter Games and the number of training sites used for the Vancouver Olympic Winter Games in 2010.

Sports/Disciplines marked with an "*" indicate that, in Salt Lake City, Turin and Vancouver, training only occurred within the Competition Venue with no other external training venue in place.

Sports/Disciplines marked with a "#" indicate that, in Salt Lake City, Turin, and Vancouver, training occurred within the Competition Venue and in external training venue(s).

SPORT/DISCIPLINE	SALT LAKE CITY	TURIN	VANCOUVER
Biathlon *	1 Course	1 Course	1 Course
Bobsleigh *			
Bobsleigh	1 Track	1 Track	1 Track
Skeleton			
Luge *			
Curling *	1 Rink	1 Rink + additional training sheets	1 Rink
Ice Hockey #	4 Rinks (2 Competition Venues + 2 external training venues)	4 Rinks (2 Competition Venues + 2 external training venues)	3 Rinks (2 Competition Venues + 1 external training venue)
Skating			
Speed Skating *	1 Oval	1 Oval	1 Oval
Short Track Speed Skating#	2 Rinks (1 Competition Venue + 1 external training venue)	2 Rinks (1 Competition Venue + 1 external training venue)	3 Rinks (1 Competition Venue + 2 external training venues)
Figure Skating#			

Games-Time Training, Continued

Training Venues Required per Sport – Winter (continued)

SPORT/DISCIPLINE	SALT LAKE CITY	TURIN	VANCOUVER
Skiing			
Cross-Country*	1 Course	1 Course	1 Course
Ski Jumping *	1 Hill	1 Hill	1 Hill
Nordic Combined *	1 Course and 1 Hill	1 Course and 1 Hill	1 Course and 1 Hill
Alpine *	Training slopes within resort	Training slopes within resort	Training slopes within resort
Freestyle *	1 Venue	1 Venue	1 Venue
Snowboard *	1 Venue	1 Venue	1 Venue

2.10.3   Training Schedule

Training Schedule

The training schedule is necessary for the operating plans of all training venues. The familiarisation training, draws, weigh-ins and podium training, as well as official training in the Winter Games, are included in the training schedule. All Functions can use the schedule to plan their operations and services within the training venues (e.g. Transport, Food Services, Medical Services, Security, and Workforce). The training schedule is also important for the Olympic intranet, for the operation of the Training Office within the Sports Information Centre and for the training booking procedures.

Training Schedule Management

The Games Training sub-function should coordinate the training schedule in cooperation with the Sport Managers and with reference to the Competition Schedule. In the Winter Games, the training schedule is coordinated by the competition schedule sub-function of the Sport Services Function. The training schedule should always be updated following changes in the Competition Schedule which may have an impact on training requirements. Previous Games managed this using an Excel spreadsheet. As the official training in the Winter Games is an obligatory part of the competition, it is also included in the competition schedule.

Phases of Training Schedule Planning

The training schedule is divided into two periods: from the opening of the Olympic Village until the start of competition in each sport and from the start of competition until the end of competition in each sport.

Training schedule planning can start when the Competition Schedule includes the Event Schedule. Each training venue has its own training schedule according to the requirements of each sport. There are five levels of planning detail as the training schedule develops:
1.   Daily training schedule;
2.   Session training schedule;
3.   Discipline training schedule;
4.   Familiarisation Training on the Field of Play (also Podium Training for Gymnastics);
5.   Draws, weigh-ins; and
6.   Official Training schedule (in Winter Games).

Continued on next page

Training Schedule, Continued

Training Booking

An IF may decide that its sport requires a booking procedure for training, in others, the IF sets the schedule. The procedure should be described in the Sport Explanatory Books. Some sports begin booking prior to the opening of the Village, others once the NOCs have arrived in the Village. The NOCs follow these booking procedures at the sports desks in the Sports Information Centre. All bookings are then displayed on the Olympic INFO intranet.

Training Office within the SIC

The Training Office is located in the Sports Information Centre and is responsible for adding all training bookings to the Olympic and Paralympic INFO intranet training pages.

Training Venues Transport Plan

The transport of athletes, teams and equipment to and from the training venues is agreed between the OCOG Sport and Transport Functions. Transport's plans are based on the training schedule and the requirements of each sport. For team sports, transport to and from the training venues is based on the booking procedure.

Paralympic Training Schedule Projects

The Paralympic training schedule, the training booking procedures, the Training Office within the Sports Information Centre and the transport plan should be planned in parallel with the corresponding Olympic planning.

2.11 Weather Requirements

Introduction

The weather impact on the Field of Play can be significant, particularly during a Winter Games when it can be extreme. The weather information provided will form the basis for decisions that could delay, postpone, reschedule, or even cancel an event. Sport needs to be confident working with and receiving information from the meteorology agencies contracted to provide the weather forecast services.

All outdoor sports in Summer and Winter Games need good, reliable and precise weather information. Different sports are affected by different weather elements: For example, rowing, Canoe/Kayak and Sailing in the Summer Games and Ski Jumping in the Winter Games are sensitive to the wind factor; Tennis and Cycling disciplines are sensitive to the rain. In Winter Games, snow storms can significantly affect all alpine disciplines.

These examples are not exhaustive and therefore the weather service for both Summer and Winter Games must be of the highest standards in order to provide effective input in managing the competition schedule changes, affected by the weather, and defined in the Delay, Postponement and Cancellation Policy.

For the Winter Games, in the areas where new venues are being developed, it is critical that weather data is collected as early as possible in order to ensure accurate forecasting for the Test Events and the Games. In Vancouver, rudimentary weather stations were installed as early as the bid phase to start collecting data; when the bid was successful, high-tech weather stations were installed at all outdoor venues.
Starting three years prior to the Games, meteorologists were appointed and spent two months in the venue studying the weather patterns in correlation to the data being collected. The on-the-ground experience of the meteorologists, in conjunction with the strong relationship they established with the IFs, were the key to the success of Sport in Vancouver.

Weather Requirements, Continued

Scope of Weather Requirements

The scope of weather requirements as they relate to meteorology requirements during the Games is as follows:

- Ensure that weather forecasts and warnings, observations of weather conditions, climate information and advice on weather matters meet the needs of all participants, officials, and viewers of the Games, in order to run fair and safe competitions, protect lives and property, and to promote the efficient operations of the Games;
- Provide feed of current weather conditions and forecast data for outdoor competition venues and Host City areas to INFO and the OCOG website;
- Provide current conditions data for results during competition and training as outlined by ORIS;
- Provide live briefings to the Main Operations Centre (MOC) and IOC daily with additional briefings as necessary;
- Provide printed weather information directly to the Transport Operation Centre and the aviation community on a regular basis;
- Answer questions from OCOG Functions and staff regarding weather effects on their activities; and
- Announcements on potential weather disruption may be made at the Chefs meeting to provide advance warning.

Specific scope of requirement relative to Winter Games only is as follows:

- Provide dedicated professional forecaster(s) and volunteer weather observers (weather aides) at each of the outdoor competition venues to support the competition and venue management teams starting as early as 3 years prior to the Games; and
- Provide area forecasts, general venue forecasts, sport technical forecasts and transportation corridor forecasts via the Main Operations Centre to the following Functions: Snow Removal, Ceremonies, Medical, and any other Functions upon request.
- At Games-Time, the meteorology agencies for both the Summer and Winter Games should be located within the Sport Operations Centre, this is detailed later in this Manual.

2.12 Sports with Special Requirements

Introduction

This section provides an overview of the sports on the Olympic Programme which have unique requirements based on the specific nature of the sport and where the sport requirements demand different treatment, in relation to their organisation, than all other sports.

Such sports with unique requirements are the following:

Sport	Page
2.12.1 Football	131
2.12.2 Equestrian	134
2.12.3 Sailing	137

2.12.1   Football

Location of Sports
△ ✗

According to the Olympic Charter, all sports competition must take place in the host city of the Olympic Games, unless the IOC Executive Board authorises the organisation of certain events in other cities, sites or venues situated in the same country. For the Olympic Winter Games, when for geographical or topographical reasons it is impossible to organise certain events or disciplines of a sport in the country of the host city, the IOC may, on an exceptional basis, authorise the holding of these in a bordering country. Any request to organise any event, discipline or other sports competition in any other city or location than the host city itself must be presented in writing to the IOC in the Application File and the Candidature File.

Special Circumstances in Football

Since the 1980 Summer Olympic Games, the Olympic Football tournament has been played in a number of satellite cities away from the actual Host City for the Olympic Games. This occurs primarily due to the Federation Internationale de Football Association's (FIFA) requirement to use a minimum of four football stadiums each with a minimum spectator capacity of 20,000.

Duration of Competition
△ ✗

According to the Olympic Charter, the duration of the competitions of the Olympic Games shall not exceed sixteen days. This rule does not apply to football.

Accommodation for Football
✗

Athletes, Team Officials and Technical Officials do not stay in the Olympic Village whilst participating in the Football tournament, except when they are playing matches in the Host City. When playing matches in satellite cities the teams are accommodated in Official Hotels. The Official Hotels at the satellite cities shall provide similar services to those provided at the Olympic Village.

The OCOG should provide accommodation in the Olympic Village to NOCs participating in the Football competitions when competing in the Host City. Further detail is outlined in the Technical Manual on Accommodation and the Technical Manual on Olympic Village.

Football, Continued

Identifying and Establishing Satellite Cities

The OCOG may invite Governments from the satellite cities within the host country (that meet the FIFA stadium requirements) to bid for the right to host Olympic Football in accordance with essential criteria developed by the OCOG in cooperation with FIFA and the IOC. If the host city has the required facilities then it is not necessary to have satellite cities.

Once the selection of each satellite city is finalised, the OCOG should develop a Memorandum of Understanding with each city government concerned in order to specify and differentiate the responsibilities of the OCOG and the various government/commercial parties in delivering the Olympic Football tournaments.

Items of Government responsibilities in the MoU can include: providing the competition stadium, key staff, training venues, office facilities, transport, medical–health services, hospitality and security.

Items of OCOG responsibility in the MoU can include: teams' accommodation services and meals in the official hotel, additional works required for the stadia to meet Olympic requirements, local advertising and promotions, specific technology requirements at competition stadia and media operations, including media accommodation and transport and the venue media centres, team travel within the host country, 'Look' of the Games, competition management staff, sport equipment, host broadcasting and ticketing services.

Football offices should be established in each satellite city, with the OCOG Football Programme taking a lead role in managing the organisation in each city. Each Football office should implement the central policies, guidelines and operations developed by the OCOG to ensure a consistent environment at each of the Football cities.

It is critical that a consistent planning approach between each satellite Football office and the OCOG Football office be implemented to ensure athletes, officials, media, sponsors and spectators at all venues enjoy facilities and services consistent with the status of the Olympic Games.

The Football offices in each satellite city should develop strong working relationships with the local football and government authorities to assist in areas such as volunteer recruitment, local ceremonies and 'look of the city'.

Football, Continued

Establishing the Football Programme

A separate Football Programme could be established within the OCOG to manage the planning and operations. The OCOG Football Programme should develop a model operational plan for the Olympic Football tournament that can be implemented across each satellite city, providing consistent level of services.

Because of the significant high-level political and governmental issues that inevitably arise due to the involvement of other city, state and regional governments, the OCOG could appoint a Head of Olympic Football or a Head of Regional Relations who is responsible for all regional matters relating to the OCOG, not just to Football.

It is recommended that the OCOG Football Sport Manager be recruited five years before the Games, due to the workload associated with setting up the Football Programme.

The OCOG Football Programme should coordinate the areas of sport, travel, accommodation and programme administration and participate in the planning and coordination of:
- Venue management across the nominated stadia;
- Event services to be provided by each satellite city and the OCOG; and
- The operation of Football offices in each satellite city.

2.12.2 Equestrian

Freight
△ ✗

As stated in the Host City Contract, that in relation to the organisation of the Games, the OCOG must arrange for the temporary entry, before, during and after the Games, of certain personnel and for the importation of animals (e.g. horses and guide dogs), equipment and supplies into the Host Country.

Freight Coordination

The OCOG should coordinate and manage the Equine Freight requirements in consultation with the key stakeholders, those being: NOCs, the Fédération Équestre Internationale (FEI), the Equestrian Sport Manager and the external agencies responsible for immigration, customs and quarantine.

The NOC Freight Manual (a publication produced by NOC Services and Logistics) outlines all the policies and procedures relating to sport-specific freight. This is issued one year before the Games.

Quarantine

Key agencies involved in the quarantine operation include: various OCOG Functions, the Host Country Quarantine and Inspection Service, Customs, Security and a number of other agencies and companies.

Depending on where the Games are held, key quarantine activities could include:
- Identification of the Pre-Export Quarantine (PEQ) stations;
- Management of the PEQ period;
- Establishment of a quarantine station for Post-Arrival Quarantine (PAQ);
- Unloading of horses, tack and other equipment and the subsequent examination of all items by Customs, Security and the Quarantine and Inspection Service (QIS);
- Management of PAQ itself without impacting on the exercise and training regime of horses and riders; and
- Provision of a full range of veterinary and laboratory services on site at the Equestrian Centre.

Equestrian, Continued

Horse Owners ✕

Horse owners' privileges are outlined in the [Accreditation and Entries at the Olympic Games – Users' Guide](#).

Grooms

The OCOG should provide accommodation for Grooms that is conveniently located near to the stable enclosure. Grooms play an important role in providing 24-hour care and supervision of their respective horses and are highly valued by the riders and owners.

Stables

Provision of stables for horses, feed and tack storage should be made available at the Equestrian competition venue. The detailed specifications on the design and services required at the stables are detailed in the Fédération Équestre Internationale (FEI) Regulations for Equestrian Events at the Olympic Games.

Veterinary Services

Fully equipped veterinary facilities should be made available to service the needs of all horses at the venue. The facility must have dedicated areas for horses that require isolation and horses requiring specific veterinary attention.

Qualified veterinary surgeons should be on site 24 hours a day to provide specific treatment as necessary for the full duration of the Olympic Games Equestrian competition, including the preparation period which begins the first day of the horses' arrival.

Farrier Services

A fully-equipped farrier facility should be located at the venue. Experienced farriers should be on-hand daily for all shoeing requirements on a user-pay basis. Team farriers should be able to use the facility, where a supply of farrier's equipment should be available for their use.

Feed and Bedding Services

A facility to store and distribute horse feed and bedding should be located at the venue. A comprehensive range of feed, including grains, sweet feeds and hay, must be available. In addition, a choice of horse bedding should be made available for all teams.

Equestrian, Continued

Role and Appointment of Course Designers

Jumping Course Designers should be selected from the FEI Jumping Official International Course Designers list. Eventing Course Designers must be selected from the FEI Eventing Official International Course Designers list. The Course Designers are appointed by the OCOG from a shortlist provided by the FEI Jumping and Eventing Committees.

Course Designers are responsible for the design and quality control of the respective discipline courses including the ground footings and jumping obstacles.

OCOG Financial Responsibilities

The OCOG is responsible for the travel, accommodation and expenses of the Course Designers.

2.12.3 Sailing

Organisation
✘

If the Sailing competition is to be organised at a remote site, it should be organised on the same basis as Football being hosted in satellite cities. See also the Technical Manual on Olympic Village for information on this area.

A Local Organising Committee (LOC) should be established by the OCOG and include representatives of local government, city, sailing and tourism office. The LOC should report regularly to the OCOG, which in turn will report to the International Sailing Federation (ISAF) and the IOC.

Test Events

To allow the Sailing Competition Programme to become familiar with the winds, currents and racing conditions of the designated competition venue, it is recommended that the OCOG conducts two Test Events:
- A sailing Test Event could be held two years before the Olympic Games (at the equivalent date of the sailing competition at the Olympic Games). This is mainly to test the FOP. NOCs are allowed to enter two boats per class; and
- A further Test Event could be held one year before the Olympic Games as per the Olympic Rules, with NOCs only entering one boat per class. During this Test Event, key Functions like technology should be tested.

Ceremonies

Where a remote venue is used for Sailing, the OCOG should provide transport for athletes and accredited team officials so that they can attend the Opening and Closing Ceremonies. Medal Ceremonies will be held at the Competition Venue.

3 Sport Planning, Policy and Operations

Overview

Introduction

Sport Planning, Policy and Operations is responsible for providing centralised planning and implementation of policies, services, processes, operational standards and functions applicable to all sports on the Olympic and Paralympic Programme. The Sport Planning, Policy and Operations activities include, Sport Planning, Sport Operations, Technical Officials and IF Services, Sport Publications, Sport Operations Centre and Sport Information Centre.

This chapter provides an overview of Sport Planning, Policy and Operations deliverables.

Contents

This chapter contains the following topics:

3.1   Sport Planning

Introduction

This section provides an overview on Sport Operations and the important role of Sport in the venue planning process.

Role of Sport Planning

Sport Planning is among the first activities of the Sport Department. Sport information provides the central planning reference for the whole OCOG and it is therefore very important that effective and accurate sport planning, communicated to all other Functions of the OCOG and senior management, takes place from the early stages of the OCOG.

Each area within Sport (Sport Competition Management, Sport Planning, Policy and Operations and Sport Services) should be responsible for preparing detailed milestone planning for their respective areas, including all key deliverables required, and by what date. This planning should be done according to the Master Schedule for Sport which is managed by Sport Planning in consultation with OCOG Project Management.

The milestone planning should monitor generic milestones that are applicable across all sports as well as sport-specific milestones. The milestone planning can also be used to monitor Paralympic milestones as applicable.

Sport Planning's role is to coordinate the planning milestones, so that they reflect a unified approach across the Sport Department, make sure that Sport milestones are aligned with other OCOG Functions for all cross- functional activities, report any areas of concern to the Sport Director, and address any concerns regarding the alignment of cross-functional planning to the relevant FA planners and OCOG central Project Management Department.

3.2   Sport Operations

Introduction

This section provides an overview on Sport Operations and the important role of Sport in the venue planning process.

Role of Sport Operations

It is essential to establish operating plans, policies, procedures and contingency plans at a generic level before applying them to each sport. This ensures consistent standards of operation/function/levels of service across all sports and venues, consistent with all OCOG-approved policies. Sport Operations is the central coordination of Sport's participation in initial venue planning (model venue) and all sport policies and procedures and Sport Operations should be responsible for leading and managing this requirement.

Sport Operating Plan – Version 1 ✗

The initial Sport Operating Plan allows Sport to describe its intention regarding its Game-time operations; gives an overall picture of Sport's operations; aids clarity of Sport's purpose; is a basis for obtaining feedback, and finally consensus, among clients (internal and external) involved in delivering, or who will be using, the Function's services. A further version of the Plan sets out the Games-Time role, reviewing and finalising the initial concepts put in place (what is to be delivered during Games-Time, where and by whom), adding an extra level of detail explaining how operations will be delivered.

This document must be provided to the IOC.

The timeline, deadline, process and template for developing Operating plans are usually consistent across OCOG functions and are led by OCOG Planning and Project Management Department. Refer to the Technical Manual on Games Management for further detail.

Continued on next page

Sport Operations, Continued

Sport Operating Plan – Version 2 ✗

A further draft of the Sport Operating Plan outlines specifically how each sport runs at Games-Time, concentrating on Sport operations outside the venues (Sport operations inside the venues are identified in the venue operating plans). The Plan describes the Sport Games-Time structure, develops the Sport policies and procedures and explains how the Sport team will interact with, and how it will fit in, the Games Command and Control Structure. This document is first developed in draft form before another level of detail is added, explaining how the operations will be delivered and how Sport will work overall (all the different management areas linked in one command centre).

This document must be provided to the IOC.

Refer to the Technical Manual on Games Management for further detail.

Examples of Sport Policies and Procedures ✗

Examples of Sport Policies established for the XXI Olympic Winter Games Vancouver 2010 include:
- Delay, postponement and cancellation of competitions;
- TD and ITO Per Diem;
- Late Athlete Replacement Policy;
- Athlete Preferred Name Policy;
- Conditions for DRMs Scheduled Prior to the Sport Entries Deadline;
- Weather Forecasting Policy;
- Spectating Athletes and Team Officials Policy;
- Access to the Athletes' Lounge;
- Access to Field of Play for Competition and Training;
- Open/Closed Training sessions;
- Post-Event Sequence of Activities;
- Number of medals to be awarded.

Some of the Examples of Sport Procedures established for the XXI Olympic Winter Games Vancouver 2010 include:
- Monitor Athletes Uniforms, Accessories and Equipment for violations of IOC Rule 51;
- Monitor athletes seating area;
- Welcome Athletes on Arrival at Venue;
- Communication of closed training sessions;
- Request for Training Schedule Change; and
- Management of data for disqualified athletes due to positive doping test.

- Policies and Procedures from previous editions of the Games can be found on the OGKM Extranet at http://extranet.olympic.org.

Sport Operations, Continued

Liaison with OCOG Functions

A representative from Sport Operations must establish an operational liaison with all relevant OCOG Functions in the development of Sport policies and procedures. This is usually via a process established and facilitated by Venue Management or by Project Management and Integration. It is important to have one central contact point within Sport during the development phase of operating plans, policies, procedures and contingency plans.

Sport Operations, in consultation with other relevant Sport representatives, is responsible for coordinating the review process for any policies that are developed by other programmes and Functions that are relevant to Sport,.

For example, the policy and procedure for filming within an Olympic venue requires Sport input, given that many IFs will seek videotape coverage of their events.

Policy and Procedure

Development of Policies and Procedures is usually centrally managed by the OCOG Project Management and Integration Department. A recommended Policy and Procedure Development Process is outlined below:

Step	Action
1	Sport identifies which policies it needs to develop as the lead Function and which it needs to contribute to as an impacted Function.
2	Sport Operations works with the relevant OCOG Functions to generate a first draft of the policy/procedure.
3	The draft is then circulated or presented within Sport, or externally when appropriate, for feedback.
4	Any issues identified by Sport are then finalised with the impacted Functions.
5	Policy is submitted for approval to the appropriate authority in the OCOG.
6	Once the policy has been approved by the OCOG as the generic policy, it is then presented to each venue team for implementation.
7	Each venue team may apply any venue-specific or sport-specific exceptions as necessary to the policy.

Sport Operations, Continued

Venue Operational Planning Process

Sport must be actively involved in the venue planning process engineered and led by Venue Management from inception. Sport Operations is the Sub-function within Sport responsible for ensuring the appropriate Sport participation in the OCOGs' venue planning process.

It is essential that Sport Operations planning and Venue Operations planning commence at the same time and are aligned. Ideally, Sport Operations planning and Venue Operations planning should commence at the time of venue development, to ensure that operations lead design. The three planning streams should be well integrated during the operational planning process.

Sport Operations should regularly liaise with Venue Management to ensure that Sport, and therefore the athletes, are a central focus of the planning.

Sport Operations must also ensure a process is in place to capture the appropriate input and involvement of other Sport personnel and external clients (particularly Sport Managers, Sport Services and IFs) in the Venue Planning process.

Model Venue Operating Plan

Sport Operations should represent Sport in the development of the Model Venue Operating Plan with ongoing input from and feedback to Sport Managers. Once the operating plan is ready to be applied to each sport and venue, Sport Operations should set up a review process within Sport to ensure that the sport output complies with the generic sport policies and procedures previously developed.

3.3 Technical Officials and IF Services

Introduction

The main scope of this section is to identify the requirements and processes for the provision of high-level services to all Technical Officials and Officials of International Federations (Executive Board Members, Staff and Guests) attending the Games in all sports.

The OCOG should recognise and plan for the different levels of services applicable to IF Presidents, Secretaries General, juries, staff, Technical Delegates and ITOs.

Role of IF Technical Delegate ✕

Each IF appoints two Technical Delegates who, on behalf of the IF, oversee the technical control and direction of their respective sport. The specific roles and responsibilities of the Technical Delegates are highlighted in the Olympic Charter and include:
- Ensure that the rules of the IF competitions are respected;
- Review and validate all technical elements of the competitions including entries, venue standards, competition schedule, test events and services for IF Officials and Technical Officials including accommodation, meals and transport;
- Ensure that all competitors comply with the provisions of the Olympic Charter; and
- Enforce, under the authority of the IOC and the NOCs, the IOC's rules in relation to the eligibility of the participants before the Olympic Games (preliminaries) and during the Olympic Games.

For certain Winter IFs, notably the FIS, these responsibilities are conferred to the Race Director, who is an IF staff member. The Race Director has the highest authority over the competition and is treated in the same manner as the Technical Delegate.

The number of Technical Delegates is normally two per IF, but may vary depending on the number of disciplines and in agreement with the IOC.

Expenses for Technical Delegate △ ✕

As outlined in the Olympic Charter, the OCOG is responsible for the reasonable expenses of the Technical Delegates from at least five days prior to the start of the first event in their sport and until the Olympic Games are over (business class air fares if the journey exceeds 2,500 km or economy class if the journey does not exceed 2,500 km, board and lodging).

Technical Officials and IF Services, Continued

Appointment of Technical Delegate

The Technical Delegates are appointed by the IF at least three years before the Games.

IF Visits to Host City
△

The OCOG is responsible for covering the costs of business class return air tickets for each Technical Delegate for the OCOG Test Events, the Olympic Games and an agreed number of visits. The guideline is usually 10 IF visits, not including the Olympic Games but the OCOG should be flexible with those IFs having more than two disciplines and in circumstances when the OCOG requires the assistance of the IF.

The IF visits, whilst primarily being the Technical Delegates, may include the IF President, Secretary General or other IF Officials. However, the maximum number of visits agreed by the OCOG will cover all IF Officials (not including ITOs for the Test Events or Olympic Games).

The OCOG must provide the following support services to Technical Delegates/IF Officials on official OCOG visits:
- Accommodation (single room – 4 star minimum)
- Meals or a Per Diem
- Language translation, if required
- Business Class return air tickets
- Consideration can also be given to transfer costs (from home to airport).

Technical Officials and IF Services, Continued

Technical Officials △ ✕

As per the Olympic Charter, the IFs have the rights and responsibilities to select judges, referees and other technical officials from the host country and from abroad within the total number adopted by the IOC Executive Board upon proposal of the IF concerned. The expenses for accommodation, transport and uniforms of such judges, referees and other technical officials coming from countries other than the host country shall be paid by the OCOG. The technical officials must be present at the site at least three days prior to the first event in their sport and at least one day after the last event.

As detailed in the Host City Contract, the payment of the travel expenses, in economy class, of the international judges, referees and other technical officials, including the persons on the juries of appeal of the respective IFs, within the total number determined by the IOC upon proposal of the IF concerned, to the City from their countries of residence, and return, shall be borne by the OCOG. The OCOG shall also pay the travel costs within the Host Country, of the national judges, referees and other technical officials.

Numbers and Services △ ✕

As outlined in the Accreditation and Entries at the Olympic Games – Users' Guide:
- In principle, an individual is entitled to only one Olympic identity and accreditation card
- If an individual has several valid "accreditable" functions, the "highest" function is normally selected, and no substitutes may directly benefit from the unused accreditations

Continued on next page

146_265

Technical Officials and IF Services, Continued

IF Structure

The structure of an IF consists of various levels of leadership and management that play a role in the operation of the IF. While each IF differs slightly in the titles and functions of its officials, the general IF structure has been outlined in the table below:

IF Position	Role
President and Secretary General	• Highest senior officials for each IF • Varies for each IF; the role in relation to Candidate and Host Cities may have a large amount of technical input, whereas in other cases to serve in a managerial or supervisory role • A Secretary General may have an alternate title such as Chief Executive or Executive Director
IF Executive Board Members (e.g. Council, Board of Directors)	• An official group of persons who have managerial and policy-making authority in an organisation • The number of Executive Board members with entitlement to attend the Olympic Games may vary according to IF structures and statutes. This number is defined in the IOC Accreditation Guide
IF Technical Delegates	• IF representatives having the responsibility of ensuring that all technical aspects of planning and managing the Olympic competition are undertaken in accordance with the IF Rules and practices and that all working conditions and services for the IF and Technical Officials are of sufficient standard • The number of technical delegates is normally two per IF, but may vary depending on the number of disciplines, in agreement with the IOC • For certain Winter IFs, these responsibilities are conferred to the Race Director, who is an IF staff member.
International Technical Officials (ITO) – Jury Members	• A Jury is composed of Technical Officials appointed by the IF and is responsible for ruling on all technical questions concerning its respective sport • Generally work in an honorary capacity, and should be respected in this regard • The number and function of Jury Members will vary according to the sport
International Technical Officials (ITO) – Judges and Referees/Umpires	• Independent international Judges and Referees/Umpires nominated by the IF to perform the senior officiating positions for the Olympic competition • Generally work in an honorary capacity, and should be respected in this regard • The number and function of Judges and Referees/Umpires will vary according to the sport

Technical Officials and IF Services, Continued

IF Structure (continued)

IF Position	Role
National Technical Officials (NTO)	• National Technical Officials play a support role to the ITOs. NTOs are from the host country and are appointed by the National Federations, in consultation with the OCOG, and according to IF rules • The number and function of National Technical Officials will vary according to the sport
Technical Volunteers	• Technical Volunteers that support the ITOs and NTOs are appointed by the OCOG • The number and function of National Technical Officials and Technical Volunteers will vary according to the sport • OCOG may ask IFs for advice on the training needs for technical volunteers.
Media Liaison	• Person defined and appointed by the IF as the head of media relations (e.g. Press Chief, Communications Director)
IF Staff	• IF staff attend to the daily operations of the IF during the Olympic Games period • The number of staff each IF will bring varies depending on the size and complexity of the sport
Sport Equipment technicians	• Persons identified by IF providing maintenance and repair service to athletes' equipment, particularly in Winter Games in relation to athletes' skis.
IF Guests	• Essential IF family, e.g. IF Board members, Council, Committee, Commission, etc. • May also include Sponsors, specials Guests or VIPs who play an invaluable part in the IF activity and livelihood

Technical Officials and IF Services, Continued

Accreditation
✕

The [Accreditation and Entries at the Olympic Games – Users' Guide](#) establishes the principles for determining accreditation categories. Sport should review this guide for IF Accreditation requirements and other relevant information. However, the IOC will review and update the Guide on a biannual basis.

The OCOG shall provide to all IF Officials, Technical Officials and IF Staff the appropriate accreditation for access to their respective competition venue(s) as well as other venues or sites, as necessary to allow them to fulfil their role and function.

In establishing the accreditation category, in particular for IF staff, it is important to consider the specific needs or role of the position. Depending on the nature of the role to be undertaken by IF staff, it is possible for IF staff performing a technical support function to be included within the list of Technical Officials that the IF submits to the IOC for approval.

In addition to this, each IF receives a number of passes (day passes) granting access to the competition venue of its sport.

Sport should liaise with the Accreditation Function in the planning and delivery of Accreditation for Technical Officials and IF Officials and should provide the Accreditation Function with the following information:
- Estimated number of expected IF accredited numbers per accreditation category, based on previous Games and IFs' needs;
- Quotas per accreditation category once approved by the IOC; and
- Summary of all IF categories per sport based on the specific function and role of each category, which may differ between IFs.

Once the accreditations are finalised, Sport is responsible for:
- Approving the sign-off lists and reports produced by Accreditation and undersigned by the International Federations in order to ensure that the rules regarding the privileges and the IOC quotas have been respected; and
Acting as the responsible organisation for the National Technical Officials (submit the accreditation forms; undersign the sign-off report, etc.).

Technical Officials and IF Services, Continued

Technical Officials Accommodation △ ✕

As highlighted in the Olympic Charter, the OCOG must provide facilities separate from the Olympic Village for the accommodation of all technical officials appointed by the IFs. Technical Officials and members of the juries may not be accommodated in the Olympic Village. They do not belong to the NOC delegations and answer only to their respective IFs.

- The OCOG is responsible, at its expense, for the room and board of the international judges, referees and other technical officials, including the persons on the juries of appeal of the respective IFs, and the board and lodging of the national judges needed for the competitions
- Each room so provided should be a single occupancy and have bath and/or shower facilities. The board so provided should include breakfast and a reasonable per diem for the duration of the respective sports competition

More information is found in the Technical Manual on Accommodation.

Approval of Per Diem △

All Technical Officials must be provided with a per diem (daily out of pocket expenses) to cover meals (except for breakfast) and incidentals for the approved length of stay in the host city for each sport.

The per diem amount may not be less than USD 100. Any changes to this amount proposed by the OCOG must be approved by the IOC Executive Board.

Per Diems

Sport should liaise with each IF in respect to the method of payment. Some IFs supplement the payments with their own per diem, in accordance with IF practices, and therefore prefer to make the distributions themselves, whereas other IFs ask the OCOG to distribute the per diems directly to the officials.

Accommodation for IF Officials

Sport should establish with each IF the specific criteria, needs and preferences relating to the accommodation for IF Officials and then collaborate with the OCOG Accommodation Function to fulfil these needs wherever possible.

Sport should present a proposal to each IF with the proposed IF Hotel and IF Officials allocations. Each IF must conduct an inspection visit of its proposed IF Hotel and sign off on its IF Accommodation.

Technical Officials and IF Services, Continued

Accommodation for Technical Officials

When planning the accommodation for Technical Officials, the OCOG should ensure that the following items are considered:

- The location of accommodation for Technical Officials should be as conveniently located to the sport competition venue as possible;
- Sport Managers, IF Technical Delegates and/or designated IF representatives (in some cases, President, Secretary General or Executive Director) should be provided with a comprehensive tour of the accommodation sites proposed for their respective Technical Officials so the IF can approve where its officials will be accommodated;
- Accommodation sites should have all the necessary facilities and equipment for the Technical Officials to stay (breakfast area, laundry facilities) and to work after competition hours (meeting room, working areas including internet connections) as well as internal contact/reference points with the OCOG;
- If an IF makes a request for its Technical Officials to stay in a hotel of a higher standard than provided by the OCOG, as prescribed by the Host City Contract and the abovementioned Accommodation Manual, the IF covers the additional cost. The IF should be given the possibility to extend the length of stay of Technical Officials at its own cost; and
- IF Technical Delegates are normally accommodated together with the IF Officials (see above).

Liaison with Accommodation Function

Sport should liaise with the Accommodation Function in the planning and delivery of Accommodation for Technical Officials and IF Officials, and should provide Accommodation with the following information:

- Number of Technical Officials per sport that need to be offered free of charge accommodation;
- The criteria on which the selection of the accommodation sites for Technical Officials is to be based;
- The period per sport during which accommodation for Technical Officials is to be provided free of charge;
- Detailed name lists for the Technical Officials to stay in the Technical Officials Accommodation Sites;
- Requirements of each International Federation with regard to accommodation standards and preferences for its Executive Board Members, Staff and Guests; and
- Arrival and departure dates for Technical Officials and IF Officials.

Technical Officials and IF Services, Continued

IF Officials Uniforms △ ✗

As per the Olympic Charter, the uniforms of IF Officials (such as judges and referees) necessary during the Olympic Games require the agreement of the IFs and of the OCOG before being submitted to the IOC Executive Board for approval. The OCOG must provide, at its expense, a uniform for all Technical Officials as agreed with each IF.

IFs that wish to supply their own uniforms for FOP Technical Officials could do so at their own cost with prior approval of the IOC and under the guidelines of the Olympic Charter and the IOC Guidelines regarding Authorised Identifications for the Olympic Games.

Uniform Deliverables

- Provide to all Technical Officials a set of casual and business uniforms, complying with IOC and IF regulations regarding uniforms
- Provide to the Technical Officials of certain sports, (e.g., Aquatics, Athletics, Badminton, Boxing, Judo, Shooting, Table Tennis, Tennis, Wrestling, Curling, Short Track Speed Skating, Speed Skating) the specific items that their uniform should include, as dictated by the sport-specific regulations
- Offer Technical Officials the possibility to make alterations to the business uniforms they are provided with

Some IFs could request to provide their own uniforms. Sport should participate in the operational planning of the Uniform and Accreditation Centre with regard to the service for the Technical Officials.

Liaison with Uniform Programme

Sport should liaise with the Uniform Programme in the planning and delivery of Uniforms for Technical Officials and IF Officials, and should provide the Uniform Programme with the following information:
- Number of Technical Officials for whom the OCOG needs to provide uniforms, including a contingency allowance;
- Sport-specific requirements relating to colours and designs and communicate any restrictions to the Uniforms Programme;
- Additional uniform items that are to be given along with the uniforms kit to certain sports' Technical Officials e.g. Badminton, Judo, Tennis; and
- Name lists including all the persons that are entitled to a uniform kit, along with the sizing data for each person.

Continued on next page

Technical Officials and IF Services, Continued

Transport △ ✗	The OCOG must provide IF Officials, Technical Officials and IF staff with suitable transport services that will to allow them to fulfil their role and function. IF transport requirements are outlined in the <u>Technical Manual on Transport.</u> Refer to the <u>Accreditation and Entries at the Olympic Games – Users' Guide</u> for the relevant accreditation privilege.

Transport Deliverables ✗

The IF Transport System is required to provide transport services for international and national technical officials, judges, jury members, IF staff, and their accompanying baggage and sport equipment, for the Games period.

The IF transport system is free of charge.

The services required include:
- Competition, Training and Official Meetings Services;
- Arrival and Departure Services; and
- Opening and Closing Ceremonies.

In addition, IF Executive Board Members and IF full-time senior staff have access to the T3 transport system.

Throughout the transport planning phases for each IF sport, Service Level Agreements and operational plans should be developed to ensure all IF staff are able to conduct their job functions during the period of the Olympic Games.

Things to consider include:
- Hours of operation;
- Vehicle type and driver numbers (or the possibility of self-drive);
- Access to vehicles and drivers on a dedicated to semi-dedicated basis;

Technical Officials and IF Services, Continued

**Transport
Deliverables**
(continued)
✖

- Accompanying accredited persons with greater transport privileges (e.g. TP accompanying TF or T3);
- Provision during the time of competition as well as during training and meetings; and
- Flexibility.

As referenced in the Technical Manual on Transport, the following allocation of vehicles and drivers is provided:

- Presidents and the Secretaries General of the IFs whose sport is included on the Olympic Programme shall each be provided with individual cars and drivers by the OCOG, at its expense. It is essential that these cars and drivers be provided on the arrival of these IF Officials in order to enable them to fulfil their duties at least five days prior to the Opening Ceremony
- The Technical Delegates of the IFs whose sport/discipline is included on the programme of the Games shall be allocated a pool of passenger vehicles and drivers for shared use, by the OCOG at the OCOGs' expense. The number of vehicles per sport/discipline needs to be discussed and agreed by the IF and OCOG
- Each IF whose sport/discipline is included on the programme of the Games shall be allocated one passenger vehicle and one larger vehicle (mini-van) and drivers per discipline, by the OCOG and at the OCOGs' expense. OCOGs are encouraged to be flexible when considering the transport needs of sports which, while not being made up of a number of disciplines but nevertheless require significant numbers of support staff, for example Athletics (IAAF) or Football (FIFA)

Refer to the Technical Manual on Transport and the Technical Manual on Arrivals and Departures for more details.

Continued on next page

Technical Officials and IF Services, Continued

Example of Past Practice

Experience from past Games has proven that, where the transport resources exist, the provision of a dedicated pool of vehicles (mini-vans) and drivers for each sport discipline is an excellent method of transporting Technical Officials. It provides the sport with flexibility that is sometimes necessary with this group. In the instance when the number of Technical Officials or the number of competition venues and sessions warrants buses or scheduled services, a combination of scheduled services and a small, dedicated pool of vehicles provide a flexible transport solution.

Past Games experience has also shown that the provision of a Transport Supervisor or Coordinator for each IF Sport Discipline, based at the competition venue, is a good structure for the management of transport services. It provides an on-the-spot resource for changes and issue resolution.

This approach should be discussed and agreed with Transport.

Liaison with Transport Function

Sport should liaise with the Transport Function in the planning and delivery of transport for IF Officials, Technical Officials and IF staff and should provide the Transport Function with the following information:

- Number of Technical Officials per sport that need to be transported through the TF transport system;
- Extra requirements per sport and per Technical Officials category, in order for their transport schedule to be drawn up e.g. Technical Officials' Rehearsals and Technical Meetings;
- Technical Officials' schedule of meetings, competition and other engagements;
- Exact period per sport during which the TF service needs to be available and the exact accommodation location of each Technical Officials category;
- Number of accredited IF Officials entitled to T1 – T2 – T3 transport and their respective accommodation location; and
- The requirements and locations for allocating and returning IF-allocated vehicles.
- Sport should liaise closely with Transport and the IFs in order to find flexible solutions, especially for the TF system, in accordance with the IFs' and Technical Officials' needs. During Games-Time, changes to the system will be required and, therefore, wherever possible, Transport should have its representatives located in the competition venue and/or IF accommodation sites in order to address the needs of each of the IFs' disciplines.

Technical Officials and IF Services, Continued

Medical Services
✕

As outlined in the Host City Contract, medical services shall be provided free of charge to all accredited technical officials and IF Officials for all medical conditions occurring during their stay in the Host Country for the Games, with access to the spectator care medical facilities at competition venues comprising of medical nursing, first aid and ambulance services. If further medical attention is required, Technical Officials and IF Officials should be transported as required to one of the network of nominated Olympic hospitals to seek any additional services free of charge. Medical Services for Technical Officials and IF Officials should be available as outlined throughout the official operating period of the Games. More information can be found in the Technical Manual on Medical Services.

Commemorative Medals and Diplomas
✕

The OCOG should provide all Technical Officials and IF Executive Board Members with a Commemorative Medal and Diploma to mark their participation in the Games. Refer to the Technical Manual on Protocol & IOC Protocol Guide for more information.

Tickets for the Opening and Closing Ceremony
✕

The OCOG shall provide Ceremony tickets to all Technical Officials who (according to their arrival and departure date) are in the host country during the Opening and/or Closing Ceremony. As highlighted in the Host City Contract, the prior written approval of the IOC shall be required with respect to the system of distribution, pricing, and total numbers of tickets distributed to the IFs. More information is found in the Technical Manual on Ticketing.

IF Premises and Facilities
△ ✕

As outlined in the Olympic Charter, the OCOG shall provide at the respective venues, at its own expense, the IFs governing the sports included in the programme of such Games with the premises and facilities necessary for processing matters of a technical nature.

Continued on next page

Technical Officials and IF Services, Continued

IF Offices at Competition Venues ✕

The OCOG should be responsible for providing, at its expense, the necessary office space and equipment, including computer hardware, communication tools and lines, for each International Federation to effectively operate the IF and the Sport Competition function during the Olympic Games period. In addition, the OCOG shall assist each IF in arranging the necessary working facilities, meeting areas and equipment in the IF hotel, when necessary and requested.

Information regarding IF office space can be found in the Technical Manual on Design Standards for Competition Venues.

The minimum standard and level of equipment shall be defined in agreement with the IOC.

IFs should also be given the opportunity to source additional services or products through the Rate Card Programme.

3.4   Sport Publications

Introduction
✕

This section provides an overview of the Sport Publications Sub-function and its role in the development of sport-specific publications and other OCOG material with sport graphics or content. Sport Publications is responsible for the creation, design, editorial control/approval, desktop publishing and production of all sport-specific publications and reports for the Games. Further information concerning Publications is found in the Technical Manual on Communications.

IOC Approval of Publications
△ ✕

As stated in the Host City Contract, the timeline for publications delivery and subsequently each official publication, including OCOG programmes and brochures shall be submitted by the OCOG to the IOC for its review before they are printed or distributed in any form and, unless the IOC otherwise approves, shall contain no advertising material of any kind.

As per the Olympic Charter, all publications relating to the Olympic Games and required by the IOC shall be produced and distributed, at the expense of the OCOG in such format as may be requested by the IOC.

Establishment of Sport Publications

Sport Publications could be independent from the OCOG general Publications Programme, while maintaining strong links with OCOG Publications to ensure overall consistency. The primary reasons for the establishment of Sport Publications include:

- Sport Publications staff, particularly the writers, require specific sport knowledge, as they are constantly interacting with Sport Managers and International Federations in the development of the publications;
- Sport Publications and Sport Competition interact very closely;
- The majority of publications produced by Sport Publications are driven by the requirements of International Federations, as Sport has responsibility for that communication; and
- The publications produced by Sport Publications are distinctly technical, with very different audiences to the publications typically produced by other Functions.

158_265

Sport Publications, Continued

Items Produced by Other Functions

It is necessary that Sport be involved in the preliminary draft design and final sign-off for all sport copy, designs and sporting images/graphics used by other OCOG Programme Areas and OCOG Partners. This involves ongoing interaction with Sport Managers who are responsible for ensuring that their sports are depicted in a technically correct manner.

By briefing the designers and providing technically correct portrayals of the sports, the designers are able to produce designs that need minimal modification, thus saving time and money, while ensuring that all sports are portrayed in a technically correct and appropriate way.

An agreed approval process should be established between Sport and the Image and Identity/Merchandising/Communications Programmes and any other Programmes producing sport content and/or images to facilitate the prompt review and approval of all sport content and images by Sport.

The IFs should validate any sport-related content in all OCOG publications and on the OCOG website.

Sport Pictograms ✕

A past Games example of this process has been Sport's role in the production of the Pictograms. Sport Publications has ensured Sport Managers' input into the design of pictograms, thereby ensuring that the pictograms are technically correct and, within the parameters of the design direction. Sport then facilitates the approval of the pictograms design (designed by the Image and Identity Function) from the IFs. Refer to the Technical Manual on Communications for more information about pictograms.

Continued on next page

Sport Publications, Continued

Production Schedules

A comprehensive scope of all sport publications that need to be produced should be established in the early stages of planning and should include production schedules and timelines for sign-off and production. The scope should be approved by the IOC and communicated to all Sport Managers and to the internal and external stakeholders responsible for contributing to the publications. These timelines can be included in the Sport Managers' key milestones.

Establishing these timelines is very important, particularly with the production of the Explanatory Books that are required in both English and French and require both IOC and IF sign-off and approval.

Types of Sport Publications

This table lists types of publications that Sport Publications is responsible for:

IF Reports
Sport Explanatory Books
Team Leader's Guide
Competition Forms
Sport Entry Forms
Sports Entries and Qualification System Manuals
Pre-Games Training Guide
Technical Officials Guide
Test Event Publications
Paralympic Sport Classification Manual

Sport Explanatory Books △ ✗

According to the Olympic Charter, the OCOG is responsible for the preparation, production, edition and distribution of an explanatory brochure for each sport, containing the general programme and technical arrangements.

Sport Publications, Continued

Sport Explanatory Books Requirements

Sport Explanatory Books are published one year prior to the Games and are considered one of its legacy publications. Sport Explanatory Books contain all pertinent information relating to each sport for team leaders, including venue information, specific Olympic-related rules, competition schedules, accommodation, transport, weather, etc. The primary audience is the NOC person responsible for each sport.

The Explanatory Books are a challenge to produce as not all areas of operation outlined in the books are finalised 12 months before the Games. In addition, content input is needed from many OCOG Functions, and there is a complex approval process, first internally and then with the IFs and IOC.

Publications

Following is an explanation of each publication listed in the table above:

Progress Reports

IF Reports are updates of the OCOGs' progress specifically relating to each sport and also include important general information. The OCOG is strongly recommended to report twice a year to the International Federations: once in a general way at the ASOIF and AIOWF General Assemblies and a second time in a more specific way at the discretion of the International Federation. The occasion for the second report is usually at one of the following forums: World Championships, Executive Meetings or Congresses. For the Paralympic Games, the OCOG is recommended to report a minimum of once a year at the IPC Sports Council Meeting.

Sport Explanatory Books

(see above)

Team Leader's Guide

The Team Leader's Guide is a detailed extension of the information contained in the Explanatory Books. It is generally distributed to team leaders prior to their arrival into the Host City and contains updated information to ensure that team leaders are fully briefed on all facilities, logistics and details, which will assist their athletes in preparing for participation and competition.

Sport Publications, Continued

Publications
(continued)

Competition Forms

Approximately 500 Competition Forms are required for the Games. Competition Forms are the forms used by technical officials during competition. They include everything from score sheets, protest forms, rounding marks, evaluation sheets, shuttlecock control sheets, withdrawal forms etc. – everything required to conduct the competition in every sport. Competition Forms range in dimension, quantity, complexity and usage.

Liaison with Sports Results is essential, particularly in regard to using electronic forms. Close collaboration is required with Technology and Sport Services to identify Competition Forms which will be included in the results system electronically. These forms must be tested at the relevant sport test event(s) and signed off by the IFs.

Sport Entry Forms

Official Entry Forms are required for use by NOCs to submit the necessary information on every delegation member participating at the Games. Entry forms are detailed, capturing athlete information for competition, results and the media.

Sports Entries and Qualification System Manuals

Sport Entries and Qualification System Manuals should be produced by Sport to clearly outline the entry process and explain to the NOCs how to complete and submit the Entry Forms.

Pre-Games Training Guide

The Pre-Games Training Guide is a major publication that outlines the Pre-Games training venues' details and should be distributed to all NOCs. This can be done on-line which allows for regular updates.

Continued on next page

Sport Publications, Continued

Publications
(continued)

Technical Officials Guide

The Technical Officials Guide is a sport-specific guide that is produced for referees, judges and officials attending and working at the Games. The Guide should contain specific competition officials' information such as accommodation, accreditation, uniform, arrivals and departures. For the Paralympic Games, this document is called the Games Officials Guide.

Test Events

Invitations, entry forms, competition forms, team leaders' guides and event programmes for Test Events should be produced. The exact need for each test event should be defined on an event-by-event basis, depending on the nature of the event. The competition forms and the entry forms used for test events will, in most cases, be the same forms as those used for the Games. In this case it is a good opportunity to 'test' the forms.

Daily Start Lists

Some previous OCOGs' have elected to provide daily start lists for spectators during the Games. It is recommended to produce one start list publication that includes all sports, as it allows spectators to read about sports other than the one which they are attending.

Paralympic Sport Classification Manual

A Sport Classification Manual should be produced by Sport for the Paralympic Games to clearly outline the sport classification process, policies and procedures to the NPCs.

Additional considerations

As technology changes, there is an increased reliance on information being available electronically. Each edition of the Games needs to work with the IOC and the NOCs to determine the best mechanism to deliver timely and accurate information to the client groups.

3.5 Sport Operations Centre

Introduction

This section provides an outline of the Sport Operations Centre (SOC) and its role in providing the central coordination point for the Sport Function during the Test Events and Games.

Role and Objectives

The SOC is a central coordination point for the Sport Department during the Test Events and Games. The purpose of the SOC is to provide centralised information, coordination, reporting and decision-making for Sport.

The SOC has two primary objectives:
- To facilitate the flow of communication between Sport's internal and external stakeholders and in particular to provide key information and problem solving capability to the Sport Director to support his / her role in representing Sport within the Main Operations Centre (MOC), and;
- To support Sport Managers and other members of the Sport Department by providing a facility to which they can escalate information that requires broader awareness and/or issues that cannot be resolved within the Competition Management Team or Venue Team.

Location

It is recommended that the SOC is co-located within the MOC. The co-location of the SOC with the MOC allows information to be easily shared and integrated, thus enhancing issue resolution and decision-making effectiveness.

Space and Equipment

It is recommended that the SOC has approximately 30–40m^2 of floor space within the MOC. The office equipment required includes: white boards for event status, televisions for event coverage, stand-alone PCs for issue tracking and administration, fax and phone lines and photocopiers.

Sport Operations Centre, Continued

Staffing

The OCOG needs to decide the structure that suits its scope of responsibilities. Examples of staff types are outlined below:

- The SOC should be under the direction of the Sport Director during the Games. The Sport Director represents the Sport Function at the MOC;
- SOC Managers (filled by designated Sport Managers, who are usually Heads of three Sport Programme Areas) should manage the daily operations of the SOC including morning briefings, management meetings, debriefs etc. A Manager should have the authority to make decisions relating to Sport and is responsible for representing the Sport Department at the MOC in the absence of the Sport Director;
- SOC Coordinators should be responsible for receiving Sport reports from the Sport Managers at venues and other functional sport managers, collating issue reports, facilitating the communication process and providing administrative support to the SOC; and
- The Independent Training Venues team staff may also be part of the SOC staff.

Meteorology

A meteorology expert located within the SOC is recommended in order to interpret and communicate weather forecasts and changes daily from early morning to late evening, with particular emphasis on outdoor venues. Meteorology expert in the SOC liaises with the contracted meteorology agency and meteorology officers in venues and all locations across the Games environment.

Meteorology should also provide forecasts at agreed times, plus updates and warnings as required for all venues located in satellite cities.

Meteorology should provide regular wind reports to the Rowing, Canoe Sprint, Sailing race management and competitors at the Summer Games. Wind reports are also of key importance to Ski Jumping venues and daily forecast briefings on snowfall and fog forecasts are essential for Alpine Skiing (speed events) race management in the Winter Games.

Sport Operations Centre, Continued

Meteorology
(continued)

Meteorology is also located directly in some venues in both Summer and Winter Games.

For the Summer Games, meteorology is located within the sailing venue, and is not only reliant on the SOC for up-to-date information; the Sailing briefing should also include predicted winds, predicted wave data (offshore), relevant weather observations and current flow charts and tidal information.

In the Winter Games, an independent meteorology station is located in every outdoor venue.

Operational Activities

The SOC should be responsible for the following groups of operational activities:

Communication and Coordination

- Facilitate the flow of communication between Sport's internal and external stakeholders;
- Determine the distribution of key Sport information;
- Follow-up on open issues that have been escalated to the SOC;
- Collect and review daily written reports from Sport Managers, other Sport Managers and Independent Training Venue Supervisors; identify information/issues to be further distributed or escalated to the SOC Director;
- Receive verbal reports (by telephone) from Sport Managers and other Sport Managers and escalate or communicate to the SOC Director, other Functions and/or MOC for information or action (and follow-up if necessary);
- Prepare and distribute daily report(s) for the Head of Sport, IOC Sport Department and MOC, identifying the critical Sport information, issues and major accomplishments;
- Prepare and distribute daily report for Sport Managers and other Sport Managers including:
  - Information of importance or interest to Sport
  - Decisions made by OCOG Senior Management
  - Games-wide developments of interest to Sport
  - Important messages from the SOC Director or OCOG Senior Management and other Games highlights
  - Respond to Sport-related queries from other Functions and the MOC; and
- Maintain a database of Sport issues and record updates/resolutions.

Continued on next page

Sport Operations Centre, Continued

Operational Activities (continued)

Competition Schedule Management

One of the main responsibilities of the SOC during Games time is to coordinate the communication of the competition schedule changes in the event of a delay and to coordinate the process of decision making and communication of competition schedule changes in the event of a postponement.

In that capacity, the SOC monitor the start and finish times of competition and launches the Policy for Delay and Postponement of competition in the MOC when the process for competition schedule change has initiated in the venue.

IF Relations and Services

- Monitor the services provided to IFs and communicate any issues to the responsible Functions;
- Liaise with IFs regarding competition, training and general Games issues; and
- Communicate/escalate IF issues to relevant Functions and senior management (as necessary).

IOC Sport Liaison

- Liaise closely with the IOC Sports Department regarding the progress of competition/training and any issues impacting the athletes, IFs and/or the conduct of competition and training; and
- Brief the IOC on critical Sport issues and in particular those that may be escalated by the NOCs at the Chefs de Mission Meeting or by the IFs to the IOC Games Coordination Meeting, and those requiring the intervention of the IOC.

Management and Administration

- Represent and manage the Sport workforce and oversee the activities necessary for the normal operation of the Function;
- Represent Sport at OCOG Senior management meetings, Chefs de Mission Meetings, IOC Coordination Meetings; and
- Provide Sport Managers with management support to resolve escalated issues.

3.6   Sport Information Centre

Introduction

This section provides an overview of the Sport Information Centre (SIC) and Sport Information Desks, and the services they provide to NOC delegations at Games-Time.

Sport Information Centre (SIC)
△ ✕

Each Olympic Village must have a Sport Information Centre in order to provide starting lists, results, timetables and logistic information. Further information can be found in the [Technical Manual on Olympic Village](#).

Objectives

The objectives of the SIC should be to provide:
- Distribution of daily sport results in hard copy to NOC officials;
- Booking system for training sessions;
- Training schedule information to other OCOG Functions;
- Booking system for transport to and from training and competition venues;
- General competition-related information;
- INFO intranet PCs to view and print information;
- All training and transport bookings information on the Games Training page of the Olympic and Paralympic INFO intranet;
- Mechanism to check, verify and maintain the entries database;
- Mechanism for identification of sport-specific issues;
- Means for NOC's to verify entry changes and anomalies; and
- Means for NPC's to file classification protests.

Sport Information Centre, Continued

SIC Planning and Management

The Sport Operations Sub Programme should be responsible for the overall planning and management of the Sport Information Centre, including liaison with the Villages Programme for both design and operational planning, and integration of the Sport Information Centre (Entries, Results, Sport Competition, Training, Transport and Paralympic Games Sport Classification).

The size and organisation of the SIC in the Olympic Village depends on the number of sports that SIC manages in terms of information. During the Summer Games, where there is usually one Olympic Village, the SIC is composed of separate desks for each sport or group of sports. During the Winter Games when there is usually an Olympic Village in the city, an Olympic Village in the mountains, and fewer number of sports, the SIC is organised into one single unit within the NOC Services Centre in the Olympic Village which provides information for all sports in the city or in the mountains.

Transport ✗

The Transport Desk should coordinate the confirmations, changes or cancellations to transport schedules as requested by NOCs. For more information, see the Technical Manual on Transport and the Technical Manual on Olympic Village.

Entries

The Entries Desk is responsible for coordinating and maintaining the entries database and liaising with NOC representatives on entries and problem resolution.

The entries may have a separate centre from SIC.

Sport

The Sport Information Desks (one for each sport/discipline on the Games Programme) should coordinate training schedules and the distribution of results and sport-specific information to NOC representatives, in accordance with IF/IOC requirements. Sports desks can be doubled up for those sports/disciplines of short duration, e.g. Triathlon, Canoe Slalom.

A Sport Information Desk is also required at each competition venue and is responsible for coordinating the services provided by the SIC Sport Information Desk. Ongoing communication between the two desks is critical.

Sport Information Centre, Continued

Games Training

The Games Training Desk should manage Sport Information Desk requests for changes to scheduled training sessions and liaise with the training venues to facilitate the change. This could be done at each Sport desk.

Results

The Results staff should coordinate the receipt and distribution of results to the respective Sport Desks at the SIC as soon as possible after competition has ended.

Classification Coordination Center
✕ ▸ IPC

The Classification Coordination Center, using dedicated desks in the SIC, is responsible for monitoring, coordinating and maintaining data and information concerning sport classification evaluations during the Games and for liaising with NPC representatives on classification protests, scheduling and issue resolution. For more information, refer to the Technical Manual on Sport Classification (attached in the Technical Manual on Paralympic Games).

IPSF Games Officials
▸ IPC

For the Paralympic Games, although in principle the IPSF Games Officials reside in a dedicated Village or hotels, they can also be assigned to a distinct part of the Athletes' Village, subject to approval from the IPC. In such cases, they should be granted access to information services. Such services may be delivered within their Resident Centre, or a dedicated desk in the SIC may be assigned to manage the requests from IPSF Games Officials for information and issue resolution in relation to IPSF Games Officials services.

4 Sport Services

Overview

Introduction

Sport Services is established to provide specific expertise and centralised planning/coordination in specialised and highly technical areas across all sports on the Olympic and Paralympic Programme.

Sub-functions under Sport Services include Sport Entries, Sport Results Coordination, Sport Presentation and the Competition Schedule. All areas require a high level of consistency in planning and operations across sports with a particular focus and interaction with Technology and Olympic Broadcast Services (OBS). Each area also has a major role in assisting the Sport Managers in the delivery of sport-specific requirements and operations.

Milestone Planning

Detailed milestone planning should be undertaken to outline Sport Services key deliverables, when they are due to be delivered and who is responsible for the delivery. This planning should be done in consultation with the IOC Master Schedule for Sport. The milestone planning should monitor generic milestones that are applicable across all sports and sport-specific milestones. The milestone planning can also be used to monitor Paralympic milestones as applicable.

Contents

This chapter provides an overview of the scope and responsibilities of the Sub-Function areas of Sport Services.

Topic	Page
4.1 Sports Results	172
4.2 Sport Entries	183
4.3 Sport Presentation	190
4.4 Sport Competition Schedule	215

4.1   Sports Results

Introduction

Sport is not only a major customer of Technology in the provision of results but a major partner in the delivery of results. Specifically, sport rules and operations define some of the parameters for technology solutions. In addition, technical officials and sport volunteers provide a large number of human resources for the implementation of technology solutions.

Results
△ ✗

As highlighted in the Olympic Charter, the IFs have the right to establish the standard of results for their respective sport, and to establish the final results and ranking of Olympic competitions.

The Olympic Charter establishes that the OCOG, at its expense, shall provide each IF the final results immediately after each event in electronic form, in accordance with guidelines established by the IOC. The IF has the right to display these competition results for its own sport on its official communication platforms.

The Olympic Charter also states that the technical installations for establishing results require the agreement of the IFs and of the OCOG before being submitted to the IOC Executive Board for approval.

The Host City Contract states that the OCOG shall provide information technology, in accordance with the standards contemplated in the Olympic Results and Information Services (ORIS) documents. The ORIS documents shall be updated to include the new requirements of the Olympic Games, IFs, other clients of the Olympic Family and technology development. The OCOG shall pay part of the costs of updating the ORIS documents in accordance with the rules established by the IOC.

Sports Results, Continued

Olympic Results and Information Services (ORIS)

The Olympic Results and Information Services (ORIS) process will be undertaken in cooperation between the IOC, the OCOG, the International Federation and the Media. The following principles shall be established:

- The OCOG shall provide Timing, Scoring and Results systems equipment according to International Federation rules;
- The OCOG shall provide a central results system that will integrate the data received from all sport-specific results systems according to ORIS requirements; and
- In agreement with the IF, the OCOG shall take the necessary steps to protect against the resale or commercial distribution of any historical and/or biographical information developed by the IF that may exist in the OCOG information system.

ORIS Requirements

Detailed information regarding the results requirements, including their sport operational processes, printed results reports and their distribution matrix and content of the results CDs are defined in the Olympic Results and Information Services (ORIS) books for each sport/discipline.

These required documents are updated prior to each Games in a process coordinated by the IOC and developed in conjunction with the International Federations, Media, Technology Sponsors and the OCOG.

Continued on next page

Sports Results, Continued

**ORIS Project
Diagram**

The following diagram outlines the recommended ORIS Project Partners.
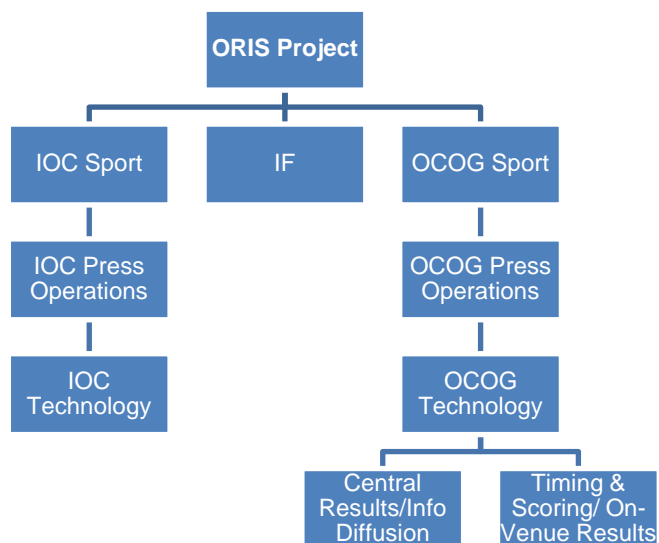
Sports Results, Continued

Sports Results

Sports Results is the central point of contact within Sport for all matters that impact the role of Sport in the provision of results. Sports Results provides centralised planning for all sports in the area of results within the scope of Sport and, in conjunction with the Sport Manager, recruits and trains sport-specific staff to implement the Sport policies and procedures related to the results area. At Games-Time, Sports Results becomes seamless with Competition Management within the venue team. Sports Results should develop a close working relationship with the Technology Function Results Managers.

As a customer of Technology, Sports Results should have two primary objectives:
- Assure, through the Homologation Test process of each sport/discipline, that the systems which are planned to be implemented by the OCOG and its Technology Suppliers are in conformity with the ORIS requirements; and
- Provide or facilitate sport-specific information vital to the development of the results systems and operational planning, to other Functions

As a partner in the delivery of results, Sports Results should have three primary objectives:
- Provide well-trained staff and volunteers that are required in positions where sport-specific knowledge is necessary, e.g. statisticians;
- Ensure that detailed operational plans and equipment are in place to facilitate the manual processes in the results process; and
- Provide quality assurance and facilitate IF sign-off on the results during competition.

Sports Results, Continued

Planning for ORIS

The ORIS project should be the major planning focus for Sports Results in the lead up to the Test Events and Games.

An ORIS meeting is held for each sport/discipline in order to introduce the ORIS process to the OCOG, to update the ORIS requirements and obtain IF sign-off on these requirements. The meetings are led by the IOC and include participation from the IF, Technology sponsors and representatives from the OCOG Functions of Technology, Sport and Press.

In the case of Sport, each ORIS meeting should be attended by the Sport Manager and a representative from Sports Results.

The ORIS process for every sport and discipline includes several important milestones:
- The ORIS meeting, during which representatives from the IF (including the TD), the OCOG (Sport, Technology and providers, ONS), Media and the IOC will review and update the ORIS documents for each sport. ORIS meetings are split into three cycles which are staged from G-36 to G-18;
- ORIS documents Sign-Off by the IF and the OCOG, within two months after the meeting;
- The Homologation Tests are held in the OCOG Lab from G-9 to G-4, led by the IF, supported by OCOG Technology and Sport and facilitated by the IOC. The Homologation Test, concluded by an IF report, is a process during which IF representatives make sure that the implemented solutions fulfil the IF Sport rules and constraints. The Homologation Test allows verifying that all types of feeds (such as the Olympic Data Feed (ODF) to the World News Press Agencies (WNPA)) are well supported; and
- The Games Technology Assistance and Observation Programme (TAO) during which the ORIS team observes and records comments on how IT Technology supports information distribution.

Sports Results, Continued

Identification on Scoring and Timing Equipment △ ✕

"Identification" means the normal display of the name, designation, trademark, logo or any other distinctive sign of the manufacturer of the item, appearing not more than once per item.

The Olympic Charter states that the identification on all timing equipment and scoreboards, may on no account be larger than 1/10th of the height of the equipment, and shall not be greater than 10 centimetres high.

Refer to the Technical Manual on Brand Protection for more information.

Timing and Scoring Equipment Allocation

Scoreboard Allocation and Timing and Scoring Requirements are projects led by Technology in close cooperation with Sport, as each IF should sign off on the final allocation of equipment.

Sports Results should define the process to achieve this sign-off with Technology and ensure that final IF sign-off is obtained through the Sport Manager.

Technology Equipment Allocation

The allocation of technology equipment to Sport (computers, INFO terminals, printers, Internet connections, telephones and mobiles) is a major project led by Technology.

OCOG Technology also allocates the technology equipment to IFs for their needs in running the competitions. The equipment needed for IFs operations in the competition venues, such as computers, printers and internet access, should be planned alongside the planning for the technology equipment for sport management and reviewed by IFs.

Sports Results, Continued

Games Codes

The Games Codes System should identify, define and codify critical terminology that needs to be synchronised across all Olympic, Paralympic and related Games organisations, to ensure that staff and computer applications refer to the correct thing, place, person or activity. The Games Codes System provides a central reference point for critical terminology used by all OCOG Functions in preparation for, and throughout the running of, the Olympic and Paralympic Games.

The Games Codes System interacts with all areas within the organisation which are reliant on, or provide, Games-critical data. IOC Sport/IOC Technology should be the responsible data provider to the Games Codes System in respect of all the Sport code sets, including Sports, Disciplines, Events, Phases and Units.

Link with Technology

Extensive liaison with Technology in all stages of development and operations is essential, due to the mission-critical requirement of Games Codes data within all Games Systems applications.

Homologation Testing

The Homologation Test is a step in the process designed to assure that the systems which are planned to be implemented by the OCOG and its technology suppliers are in conformity with the user requirements. The systems include the following components:

- The Sport Entries System (only the part regarding the update of the athletes' names and their results system-related information, as well as the update of the names of the officials who appear in the result reports);
- Print distribution system;
- The Results System (including all systems and interfaces, except TV);
- INFO system with its interfaces;
- Olympic Data Feed (ODF) to the World News Press Agencies (WNPA) and other key clients;
- Results data feed to the World News Press Agencies; and
- Commentator Information System (CIS), used as a tool.

Continued on next page

Sports Results, Continued

Homologation Testing
(continued)

IOC Technology, in conjunction with the representative(s) assigned by the International Federations and the OCOGs' Sport Manager and Results Manager, will conduct a Homologation Test of the abovementioned systems in order to approve them before their actual use at the Games. OCOG Technology will operate the Homologation Tests and the Sport Manager and the Sports Results Coordinator will actively participate. The IF representatives will lead the Homologation Test together with the IOC Technology representative(s). OCOG Technology (Results Manager and his/her assistant) will operate the testing and OCOG Sport Competition Manager will actively participate

In general, Homologation Tests will be carried out in the OCOG Technology laboratory, supported by the OCOG and its technology suppliers. The laboratory set-up should simulate all the major functions of the Games (venues, central system and their interfaces). The OCOG ONS will run a presentation to the IF on the ONS related pages in INFO.

The results of the Homologation Test will be documented through the review reports and proposals for required action plans. The results of the Homologation Test will be reported to the OCOG, the IF and to the appropriate systems users. The success of Games technology is assured through error-free systems, well-trained staff and volunteers, and through meeting user expectations.

Test Event Competition Preparation

Planning for the Test Events plays a big part in the role of Sport Services, as Sports Results should be tested at the same level as the Games in all sports/disciplines. This fact determines the level and timing of planning and staffing that is required.

To obtain the most value from the Test Event, the format of the competition (e.g. number of teams or athletes, progression format) should mirror the Games. As this is not always possible due to cost, format, time constraints or other reasons, it is important to liaise with Technology to ensure that the best solution to test the Results process and systems is selected.

Sports Results, Continued

Field of Play Designs ✕

A very critical process that Sport Results has responsibility for participating in is the Field of Play (FOP) designs. Done in conjunction with the Venue Overlay and Technology Functions, the result is detailed FOP drawings for each sport that include the seating position of all FOP staff and Technical Officials, along with the corresponding technical equipment.

Refer to the Technical Manual on Design Standards for Competition Venues for more information.

Recruitment and Training of Volunteers

The design of the results system and timing and scoring processes dictates the number and role of volunteers per sport. In Athens, approximately 800 volunteers with sport-specific knowledge worked in the Sports Results area (450 in Turin).

Sport is responsible for recruiting and training the results volunteers in sport-specific aspects (e.g. judging a sport) while Technology is responsible for training the volunteers in using the technology equipment.

Games-Time Draws

While the basic procedures of Games-Time Draws are contained within the ORIS requirements, the planning and implementation for each of the sport draws is the role of Sports Results. Draws are supported by Technology but the Sport Department may be involved in preparing the room with the draw equipment.

As so many other areas are reliant on the information from the draw, it is imperative that a centralised list of draw dates, location and equipment is kept and follows a strict change management process:
• Run sheets for each draw should also be established and reviewed by the International Federation, i.e. the full procedures in chronological order; and
• The sports which have held their draws within the competition venue, using existing equipment and in close proximity to the results system, have proven to be the most efficient, as this maximises the speed of distribution of the results and minimises the logistics and expense in their organisation

Continued on next page

Sports Results, Continued

Detailed Operational Plans for FOP Manual Processes

The majority of manual processes and procedures are outlined for each sport in the ORIS requirements; it is however the responsibility of Sports Results to ensure that each sport has applied these to its specific FOP, showing detailed graphic plans of how sign-off of results reports is obtained.

This process is very different in each sport, with many sports having a dedicated IF official allocated to the duty of officially accepting the results, while in other sports the IF will recommend that OCOG Sport nominates a person to fulfil this role. Ideally, this role should NOT be filled by the Sport Manager, as it requires constant monitoring of the competition and results and does not allow him or her to monitor all aspects of running the sport during the Games.

Maintain Quality Control

The Sports Results team has the role of maintaining data quality. Part of this role includes the checking of athlete names, obtaining sign-off from the IF on the final results and ensuring accurate data entry and checking is in place. It is critical that a well-defined and understood change management process is in place for changes to any factors that influence the outcome of the results.

Due to the short time between confirmation of entries and the start of the Games and the large number of athletes, most of the work in checking names should be done well before the Games, when the first accreditation forms are submitted. In this way, the load at Games-Time is reduced and the accuracy improved. This requires effective coordination with the Accreditation Function.

Manage Results Volunteers

The Results volunteers are important to the success of the production of the results. With most sports managing a large number of people performing very critical tasks, this becomes one of the most critical roles of the Sports Results Manager during the Games.

The sports that have achieved the best outcomes in this area have ensured that their training plan is agreed with Technology so that Games-Time equipment is available, and have recruited sport-specific volunteers with excellent knowledge of the sport and good computer skills.

Sports Results, Continued

Implement and Monitor ORIS Processes

The operational plan during the event for the sports results area is based on the procedures and processes outlined in the ORIS document and on the operational manual for Results operation prepared by the OCOG and its technology suppliers.

PRIS Requirements
▶ IPC

Detailed information regarding the results requirements, including operational processes for each Paralympic sport, printed results reports, their distribution output matrix, content of the results CDs and scoreboard output specifications, are defined in the Paralympic Results and Information Services (PRIS) books for each sport/discipline.

As for the Olympic Games, PRIS is updated prior to each Paralympic Games. As stated in the Technical Manual on Paralympic Games, the OCOG will execute the PRIS and contribute to the project's cost whilst working in close collaboration with the IPC and in cooperation with the IOC, the relevant IPSFs, Media and Technology Sponsors/Partners. The objectives of this process are to:

- Identify and collate the necessary results and information requirements to meet the current and future needs of all Paralympic Games stakeholder groups and to establish and consolidate these as a permanent future reference;
- Ensure wide participation from all Paralympic Games stakeholder groups and provide easy access to the latest version of the documents for all user groups;
- Document the requirements in a user-friendly format while providing sufficient information to enable the production of the necessary further technical requirements documentation needed for functional development;
- Ensure that the requirements documents contribute to the IPC's mission and broad goals of:
  - Guaranteeing the organisation of a successful Paralympic Games;
  - Increasing global promotion and media coverage;
  - Supporting the future growth of the Paralympic movement; and
  - Propose changes to current practices in order to simplify procedures, streamline results information delivery and to adapt to new technologies and IT standards.
- Close communication between the IOC and the IPC in the development and evolution of ORIS and PRIS documentation plays a significant role in ensuring synergies and efficiencies are optimised for the Paralympic Games.
- It should be noted that the PRIS Requirements, unlike the ORIS Requirements, do not form part of the Host City Contract, nor are they subject to a Homologation Testing process.

4.2   Sport Entries

Introduction

The Sport Entries Sub-function is responsible for managing effectively and accurately the qualifications and entries of athletes for both Test Events and the Games.

Role of Sport Entries ✕

The role of Sport Entries is to provide the official registration process for athletes selected and qualified to participate in the Olympic or Paralympic Games.

Sport Entries develops detailed procedures and plans to process the athletes' entries from the National Olympic Committees according to the guidelines of the Olympic Charter and the Qualification Systems defined by the International Federations, which are approved by the IOC (it should be noted that the Test Events will not involve the NOCs and that the guidelines and athlete quotas will also be different to those in place for the Games themselves).

The cornerstone of the programme is the Sport Entries and Qualification System (SEQ) or the Paralympic Entries and Qualification System (PEQ) that is developed in conjunction with Technology and is the tool used to manage and process all of the athlete entries.

Continued on next page

Sport Entries, Continued

Working Relationships

The following diagram outlines the working relationships for Sport Entries:
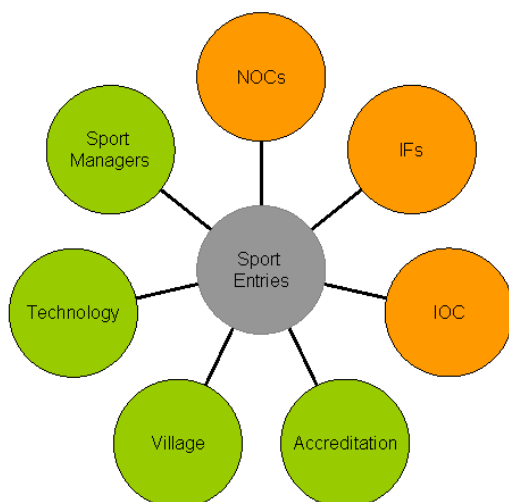
Sport Entries Process

This diagram below outlines the Sport Entries Process:
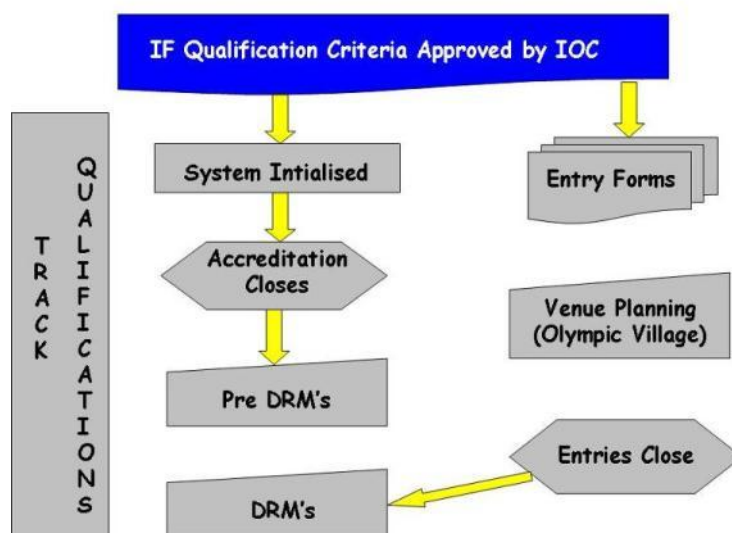
Sport Entries, Continued

IF Requirement for Entries ✗

As per the Olympic Charter, the IF must establish the following items, with the approval of the IOC Executive Board:

- System for qualifying preliminaries;
- System of grouping and selecting the athletes in qualifying heats (or teams in preliminary groups) for the Olympic Games; and
- Number of substitutes in individual or team sports or events.

In addition, the Olympic Charter highlights the conditions and respective responsibilities of the IOC, IFs, NFs, NOCs and the OCOG as they relate to the organisation of Invitations and Entries for the Olympic Games.

Further information about Entries can be found in the Accreditation and Entries at the Olympic Games – Users' Guide.

Gap Analysis on Sport Entries and Qualification System (SEQ)

As the owner of the SEQ system, Sport Entries is responsible for reviewing the system provided by Technology and to define changes that are required in order to implement the Sport Entries process. The system is very flexible and allows the user to define most parameters, e.g. events and qualification criteria. It is critical to understand not only the Entries process but also the accreditation process as the two are inextricably linked, not only operationally but through their respective systems.

Once the IOC and IFs define the events and qualification criteria, initiation of the system can begin. This is a time-consuming process that requires intimate knowledge of both the SEQ system and the respective sport qualification systems.

For the Paralympics, the process is the same but with the added factor of sport classification, which is an integral part of the Paralympic Sport Entries process.

Manage Qualifications

The Sport Entries team tracks and forecasts team sizes (in consultation with the OCOG NOC Services Function) in order to assist the OCOG in the planning for various activities, particularly in the allotment of space to NOCs in the Village.

This has been successfully achieved in past Games through an internally developed intranet database that captured all the qualifications from events around the world. Information from this database was made available live to all OCOG Functions and related organisations.

Sport Entries, Continued

Design and Approval of Sport Entries Forms △ ✕	As per the Olympic Charter, all entries must be printed on a special form approved by the IOC and the IFs and sent in such number of copies as determined by the OCOG.

Sport Entries Form Considerations

Following the definition of events and quotas from the IOC/IPC, the process of design and approval of Sport Entries Forms can be finalised. The time taken to complete this process should not be underestimated, considering the need for the Olympic forms in both English and French and for sign-off from each International Federation and the IOC/IPC. There is no room for errors with these forms.

Design of SEQ Manuals

The SEQ manual should be prepared in order to provide clear direction to NOCs/NPCs on how to complete the Entry Forms. The timing for its production needs to be coordinated with NOC Services and Accreditation.

Space and Equipment Allocation ✕

Sport Entries requires space and equipment for its Games-Time operations near to Accreditation in the welcome centre of the Olympic Village, where the Delegation Registration Meetings (DRM) are held and athletes are processed for accreditation. Space is required not only for the Sport Entries Staff but also for a team of short-term staff or contractors that is needed for data processing of the Sport Entries Forms if the data is not electronic. For more details see the Technical Manual on Olympic Village.

It is critical that the telephone and fax numbers for Sport Entries in the Olympic Village are known early to ensure that the numbers put on the Sport Entries Forms and Guides are correct for the purposes of returning the forms.

Sport Entries, Continued

Test Event Participation

All Test Events have the Function of Sport Entries, however the level of involvement in the Test Events varies according to the elements available to be tested, as well as the OCOG budget for this function. It should be noted that the Test Events will not involve the NOCs and that the guidelines and athlete quotas will also be different to those in place for the Games themselves.

An efficient way to test the readiness and robustness of the entries process and system is during a cluster of sport Test Events, when both the accreditation and INFO systems are operational. In a stand-alone Test Event it is not possible to test the Olympic process.

Pre-Delegation Registration Meetings

Prior to the close of entries, NOC Services should organise Pre-Delegation Registration Meetings in order to facilitate the actual Delegation Registration Meeting at Games-Time. Preparation for and participation in these meetings are critical for Sport Entries to update outstanding issues with each NOC and educate the NOC regarding the process and timelines for sport entries. Staff and budget need to be allocated in order to send well-trained people to these meetings, usually in each continent. Many of these discussions take place by telephone.

Games-Time Operations

The success of the Sport Entries process depends on the quality and detail of the Pre-Games planning, as the volume and tight deadlines do not allow time for correction once the Delegation Registration Meetings commence. A large number of Entry Forms and Eligibility Conditions Forms are processed in a very tight turnaround time in preparation for the 200+ (80+ for Winter Games) Delegation Registration Meetings with NOCs.

Sport Entries, Continued

Close of Entries

The Games-Time work of Sport Entries begins with the arrival of the first Sport Entry Form. It is at this point that the final processing and verification of the entries for the Games begin, with all data entered into the SEQ system and qualification status determined.

- Best results at the close of entries have been obtained when the Sport Entries'staff is in close communication with the large NOCs prior to the close of entries to encourage the early delivery of Sport Entry Forms. This relieves the time pressure of processing all the entries after the close of entries and before the start of DRMs
- An efficient method to secure accurate and fast input of data from the Entry Forms is through the use of data entry specialist contractors. This may be unnecessary if all data is collected electronically
- Athletics and Swimming have proven to be the most challenging sport/discipline in tracking qualifications, due to the large quotas and nature of their qualification criteria. An extremely efficient way to obtain immediate and accurate IAAF approval of Athletics entries is to have an approved statistician from IAAF available on-site or on the phone during the Delegation Registration Meetings to verify the entries in Athletics and also to obtain the access to IFs results database directly through the IF
- Any issues on sport entries are discussed with the IF and the final decision-making lies with the Sports Director and the Executive Director of the Olympic Games of the IOC

Delegation Registration Meeting (DRM) Participation

A staff member from Sport Entries should be part of the OCOG team that participates in each DRM meeting with the NOCs to confirm the athletes' participation in the Games. It is only after the final number of athletes is confirmed that the other programmes can process the delegation into the Village. It is critical for the Sport Entries staff to be well-prepared before the meeting, with all Sport Entry Forms processed, qualifications confirmed with the IF and issues highlighted for the meeting.

For the best results in the DRM meeting, Sport Entries staff should ensure that they have the time to process the entries before the DRM meeting. DRM meetings should occur at least three days after the close of entries, or at least three days before the NOC has returned all its entry forms to the OCOG

Continued on next page

Sport Entries, Continued

Late Replacement Process

If an NOC requires an athlete substitution, the Sport Entries team processes the application based on the IOC–OCOG Late Athlete Replacement Policy, which is normally released four–five months before the Games.

Additional Information on Paralympic Sport Entries
▶ **IPC**

The sport entries process for the Paralympic Games should seek to complement that of the Olympic Games. Some Paralympic Games Sport Entries policies may differ from those of the Olympic Games due to the competition format in place for some sports, sport classification and the transition period between the Olympic and Paralympic Games.

It is important to recognise that close interaction with the Sport Classification sub-function (responsible for the effective and accurate management of the sport classification evaluation process) is a critical element to the success of the sport entries process for the Paralympic Games. Both Sport Entries and Sport Classification operational plans and policies should be synchronised, and process flows and timelines well–understood and rehearsed, in order to ensure a smooth and successful Paralympic Games Sport Entries process.

Additional Information on Paralympic Sport Entries
(continued)
▶ **IPC**

The deadline for the close of entries is two months prior to the Opening Ceremony of the Paralympic Games.

The IPC establishes a Registration Committee for each edition of the Paralympic Games to oversee the general NPC registration process and in particular sport entries.

4.3   Sport Presentation

Introduction

Sport Presentation aims to educate, engage and entertain live audiences at each Olympic Venue while enhancing the athletes' competition. It refers to the way sport is presented to the spectators, or "choreographed", inside the venues through announcements, music, video and lights.

Sport Presentation is both a complex and sophisticated production, generating keen interest from the IFs and Broadcasters (through OBS), and a significant creative challenge due to the subjective nature of its success. It is therefore considered to be the climax of the "spectators' experience".

Part of the spectators' experience already starts during the Pre-Games period (ticket sales, internet information), hence Sport Presentation has to begin developing tools that could be used during this phase in order to create the right atmosphere and reference (sports rules explanation, MP3 and mobile download, etc.).

Outside venue animations (i.e. inside the accreditation hard ring or in the city operation domain), Sport Presentation could be considered as an enhancing element of the spectators' experience. For example, past Games have used up to 2,500 volunteers performing as cast members to provide fun and entertainment within the crowds between events and in long queue lines. Sport shows and practice could also be envisaged to develop sports knowledge and participation outside the venues.

Through its consistent and effective delivery, Sport Presentation is the face and image of the Games, with the potential to reach broadcast audiences around the globe. It is through Sport Presentation's creativity and innovation that the perception of sport can be brought to a whole new level while keeping in-line with the Olympic vision.

Pre-Games   Games time   Competition venue   Post Games
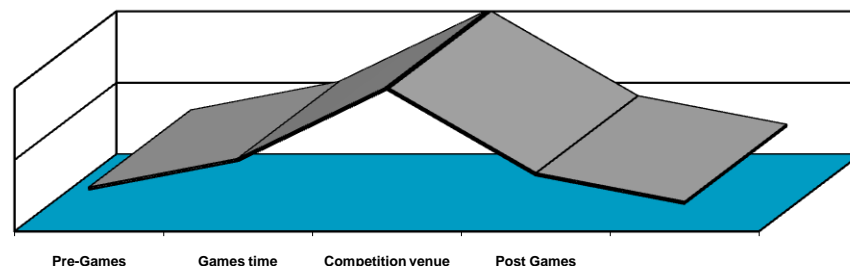
Sport Presentation contributes to the climax of Spectators' experience

Sport Presentation, Continued

Introduction
(continued)

This part of the Technical Manual aims to present guidelines on Sport Presentation to support future organisers in consideration and anticipation of key components of planning and delivery. It lays out a general framework and highlights specific areas where an OCOG needs to have a specific focus and which may not be apparent at the outset. It is not an implementation specification and it cannot account for each individual OCOG organisational structure, or functional area responsibilities, which are Games-unique. Further consultation with all constituents needs to be established to design their specific model considering culture, organisation and stakeholder relations.

It is structured in 3 parts, as explained in the chart presented below:
* Concept development;
* Content and infrastructure considerations; and
* Project management perspective.
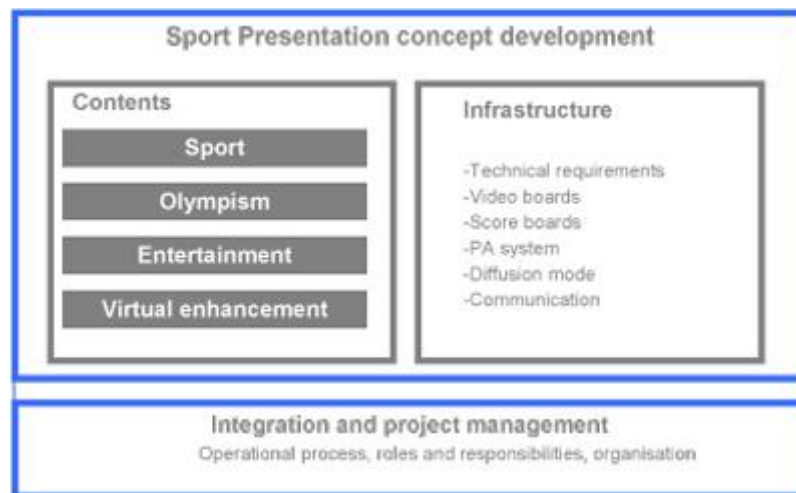
Individual roles within the Sport Presentation venue teams may vary, as may the functional area and job titles.

For the sake of clarity, within this document the leader of each Sport Presentation team is the Presentation Manager. This position and role may at times be termed Producer, Director, Show caller etc., depending on the structure in place

Sport Presentation, Continued

Sport Presentation Concept Development

Sport Presentation should have two major objectives:
- Inform, entertain and engage spectators in the Olympic experience, enhancing the competition for the athletes without intruding on the performance. A measure of the success in meeting this objective is the spectators' level of enjoyment and participation in the event; and
- Educate new spectators about the sport, helping them to understand the events they are watching (the scoring, technology, strategy and background on the athletes).

In order to achieve these objectives, key tools need to be put in place:
- Develop a creative theme to encompass all venues to ensure that the Games are presented in an international style that represents the image and feeling that the OCOG has determined for the Olympic Games; and
- Develop sport-specific plans, in collaboration with the relevant IF, that embrace the Olympic theme yet are specifically tailored to the needs of the individual sport.

The result of the above objectives and tools should be an overall enhanced presentation of the sports, injecting vitality, excitement and entertainment into the in-stadium experience.

The first step in the development of the creative aspect of the programme is to define the overall theme or style for the presentation across all sports in the Olympic Games. To create an Olympic Theme, the following questions should be considered:
- How much of the host country's culture is to be conveyed through music and entertainment;

Sport Presentation, Continued

Sport Presentation Concept Development (continued)

- What are the messages of these Games – fun, traditional, modern, etc.;
- What are the various spectator types; and
- What might they expect and remember from their Olympic experience and how will they be involved and connected to the event?

Each venue's programme should be tailored to the sport, its spectators and its unique characteristics. The atmosphere at a snowboarding venue, for example, is usually very different from that of a figure skating competition, much as Beach Volleyball differs from Equestrian Dressage. Successful Sport Presentation adds to the atmosphere and overall enjoyment of the Games by both athletes and spectators, and provides a colourful backdrop to world broadcast feed.

Key success factors

- Ensure that the general concept of the Games is reflected by the overall Sport Presentation concept as well as sport-specific presentation elements (reflection of the Olympic and OCOG vision);
- Consider the demographic and the local customs/culture in the development of the creative programme; consistency with Brand vision and approach is critical;
- Research what the various spectator types may need/expect in terms of sport presentation at the Olympics. This could be done in the early spectator planning/ticket sales planning phases (refer to the Spectator Experience Technical Manual);
- IFs' expectations have to be considered: they will balance and adjust their approach if guidelines provided by the OCOG Sport Presentation function are clearly defined and communicated; and
- Involve key functional areas to design and brainstorm concepts and review lessons learned from previous Games.

Continued on next page

Sport Presentation, Continued

Content and Infrastructure Considerations ✕

Content Development

Outlined below is the check-list of elements to consider as Sport Presentation content:

Content			Input	
Element	**Description**	**Specificities**	**Partners**	**Internal**
CONTENTS – CORE AND SPECIFIC REQUIREMENTS				
Run sheet/Cue sheet	Key Sport Timings – (athlete entry, officials, breaks in play etc.) Key Venue Timings	Sport and OBS, integration of run ins. Gates open, etc.	IFs, OBS	Sport Venues
Scripting	Generic announcements (welcome, housekeeping, security, public announcements)	Scripting in host country and official languages (English/French) Pre-produced or specific announces to be displayed on video boards and the speakers		Language Services, Spectator Services, Venues, Security, Environment.
	Sport Scripting	Such as explanations, formats, athlete introduction, rules	IFs	Sport
	Victory Ceremony Scripting	Script as per IOC	IOC protocol	Sport, Protocol
Look and Feel	Graphics, look applies to Sport Presentation	Scoreboards/Video boards	TSR (Timing Scoring Results) provider, AVS	Brand/Look/Technology
Videos	**a) Pre-produced** packages by venues/sport	May include: historical, explanatory, inspirational, IOC packages (e.g. Sponsor Recognition and Olympic values promotion)	IOC, IFs Olympic Footage through images@olympic.org	Sport, Brand/Look, Marketing, Legal (rights)
	b) Games time production	e.g. Highlights – produced by Sport Presentation – Liaison with OBS imperative	OBS	

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)

Content			Input	
Element	**Description**	**Specificities**	**Partners**	**Internal**
Music	Music Library, Official themes, animations	To suit overall style of Games and individual sports. Athletes requests to be considered	IFs	Sport, Legal (rights)
	Victory Ceremony Theme Anthems		IOC	Ceremonies, Protocol (anthems)
Scoreboard	Animations and information – Results, Sport specific graphics (penalties, goal, etc.)	ORIS standards to be considered	TSR provider, IFs, ORIS (contents)	Technology (including results team), Sport
Entertainment	Entertainment inside the FOP seating bowl – such as demonstrations, mascots, ceremonies, performers etc.	OBS liaison re entertainment style and timing on FOP critical	IFs, OBS	SPR, Culture and Ceremonies, Spectator/Event Services
	Entertainment outside FOP e.g. common domain	NB may not be in SPR responsibility depending on OCOG structure		Venue management, Security, Spectator/Event services
Victory ceremony integration	Integration of protocol elements according to IOC script related to (presenters titles and quality, terminology)	Specific Victory ceremony obligations are presented in the IOC ceremony technical manual	TSR provider , IOC Protocol	Ceremonies, Protocol, Sport
Extension	Integration with publications, Web New Media, ticketing programme	Extensions dependent on individual OCOG		Publications, Communication, Spectator/Event Services

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)
✕

Specific content considerations

Chart below represents relationship between content and infrastructure:

Olympic Theme
- Music/Entertainment
- Announcements
- Videos

Sport-specific Scripts
- Music/Entertainment
- Announcements/ Scores
- Videos on Sports
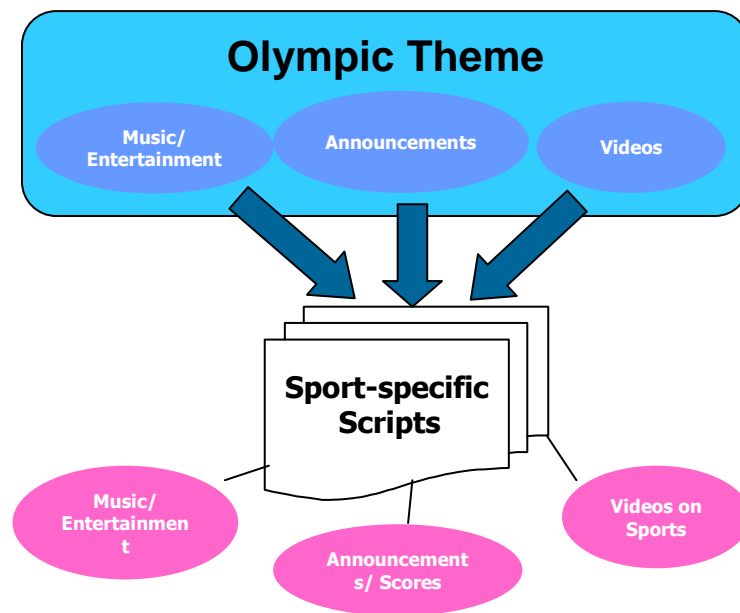
Run sheets/Cue sheets

- Run sheets (also called cue sheets) are the tools used by the Sport Presentation Manager to direct the "show". The first step in the development of the run-sheets is the generic template. Once this is finalised, a detailed run sheet with the elements of announcements, scoreboard screens, music and video should be developed for each sport

Video Production Concept and Video Screens

- Following the determination of where video capacity is available in the venues, the video production concept needs to be developed. The overall creative style should form part of the creative concept; however the number and method of production should be determined. This should include the plan for pre-recorded generic videos, sport-specific videos and the extent and method of the video production at Games-Time

Sport Presentation, Continued

Content and Infrastructure Considerations
(continued)
✖

- In past Games, the pre-recorded video library was both developed in-house and outsourced. Videos, including history of the sport, special moments in Olympic history for that sport, past Olympic champions, rules and basic explanations of the sport, proved popular
- Video that could be displayed during the pre-show, could be sourced from the OCOG Cultural Department, as well as from the IOC (images@olympic.org) for Olympic history and Olympic values promotion. Format and translation will have to be considered;
- The use of video boards (live, replay, pre-packaged clips) will vary from sport to sport and, in some cases, IFs have specific rules governing the use of video inside the venue. In some cases, like archery for example, the live broadcast of the arrows hitting the target is an essential part of the Sport Presentation, and often requires Sport Presentation to have its own isolated cameras or dedicated feeds from OBS; and
- OCOG has to guarantee that only authorised images will be shown on videos; avoiding doping or misconduct cases. The OCOG will have to refer to the IOC for advice and final validation.

Entertainment

Live or cultural performances need to be part of the global Sport Presentation spirit, with a clear integration of cultural programmes developed in parallel. Key elements have to be carefully studied, in collaboration with the culture and legal departments, as well as with the ceremonies departments:
- Logistical aspects have to be anticipated that include this dimension (artists' flow, dressing room); and
- International Federations could propose the live performance for their sport. In that case, this should be in-line with the global Sport Presentation concept.

Music Library

- A music library needs to be developed within the framework of both the "Olympic Theme" and the sport-specific requirements (IFs' and athletes' possible contribution). Songs and sounds are required that cover the style spectrum to ensure that appropriate music is available at all times; and
- In past Games, the music library has been developed in close co-operation with Ceremonies. This enables the theme of the Ceremonies to flow through to the competition and gives access to a variety of musical sources

Sport Presentation, Continued

Content and Infrastructure Considerations (continued) ✕

IP Rights

Attention should be paid to IP and image rights when developing creative content and dealing with artistic performances, therefore coordination should be established at an early stage with the OCOG's Legal Department. Rights clearances shall be dealt with in accordance with the requirements set forth in the appendix to the Technical Manual on Ceremonies. Music cue sheets should be provided to OBS and the IOC as early as possible.

Language

- Sport-specific scripting and formats must be developed in conjunction with the IFs and within IOC guidelines. Live announcements (in French, English and the host country language) must be at each venue. All protocol matters and key significant moments within the sport, such as formal welcomes, introductions, results and victory ceremonies, must be made in the official languages of the Games and the Host Country language(s); and
- Order of languages to be considered by the OCOG and presented to the IOC for final agreement.

Refer to the Technical Manual on Protocol and IOC Protocol Guide and the Technical Manual on Ceremonies for more information on Language Requirements.

Integration with Victory Ceremonies

- The goal of victory ceremonies is to honour the athletes of the Olympic Games with dignity, pomp and circumstance befitting their extraordinary achievement, while promoting the spirit of Olympism and sportsmanship. Victory ceremonies are centrally developed by the Ceremonies Function in-line with the themes and style of the Games, with each ceremony being presented in the same manner and style with some adjustments depending on the specificity of the sports. Once the overall theme and style have been established by Ceremonies there may be some cases where specific aspects of a given sport will be taken into consideration for the final staging

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)
(continued)
✖

- It is customary that Ceremonies develops the creative content and production model. Different models can be applied to operate and manage the victory ceremonies at competition venues; in any case, integration with Sport Presentation is necessary from a technical and operational standpoint

Refer to the <u>Technical Manual on Ceremonies</u> for guidelines and more information on victory ceremony organisation.

Paralympics

- A separate "Paralympic Theme" should be developed in order to distinguish the Paralympic Games. Sport-specific plans also need to be modified or produced that are tailored to the specific needs of the Paralympic sports, with a focus on educating the spectators with regard to the classifications and rules of each sport

Key Success Factors

- Inform spectators about the sport (rules of the Games and competition format); this is crucial to highlight the Olympic context and ensure spectators' understanding and enjoyment of every sport (across all SPR media)
- Find the right balance between sport and entertainment elements (i.e. sport presentation managers must know how to read the audience)
- Entertainment to be consistent with the overall concept and in-line with Olympic standards (also liaise with IFs as to standards for other IF events)
- Enhance atmosphere and liaise with Broadcast to ensure agreement on concept and timings
- Pre-Games phase content development (i.e. video, music) applied and integrated into the Games-time Sport Presentation programme

Sport Presentation, Continued

Content and Infrastructure Considerations (continued) (continued) ✗

Infrastructure implementation

Early close cooperation with the Technology function in the OCOG and Sponsor/Provider of Scoring, Audio and Video equipment is essential. The equipment allocation and deployment schemes will be impacted by the contract conditions with each provider, and the showcasing requirements of partners will need to form a part of the overall equipment allocation plan for venues.

As a prerequisite, venue locations must be decided and architectural venue design drawings of sufficient detail must be available prior to any meaningful discussion about placement of scoreboard/video display equipment.

Where new-build venues are under design, the initial planning work must focus on the OCOG Technology team working with the venue design team (architects, designers, etc.), to ensure that the venue is able to accommodate the possibility for the future installation of specific technology display equipment (public scoreboards, video boards, audio systems) that will be required as Games technology overlay.

Display placement will have to be made in close cooperation with Technology and Sport Presentation: interdependencies must be considered to ensure that budget and technical considerations match operational and production considerations.

As a first step, it is highly recommended that the OCOG undertake an independent survey of all existing venues and venues under design to confirm the level of legacy scoreboard, video board and audio system infrastructure installed. Where the venue is under design, there is the opportunity for the providing partner to bid on the provision of legacy equipment, which should be supported/facilitated by the OCOG.

For existing venues with existing equipment/infrastructure, after the initial survey of existing technology within Games-Time venues, the OCOG must work to prepare or adjust Venue Use Agreements (or Venue Hire Agreements) to allow this infrastructure to be used during Games, Paralympic Games and possibly Test Events and Technical Rehearsals. The OCOG Technology function's involvement in the early planning stage allows flexibility in the design to accommodate any possible later decisions.

Sport Presentation, Continued

Content and Infrastructure Considerations ✕

Outlined below is the Sport Presentation infrastructure and technology check-list.

NB: Minimum requirements will need to be established at all venues. Specific sport and venue considerations are then applied for each sport.

Content			Responsibilities		Other Considerations
Element	**Description**	**Specificities/format/Considerations**	**Delivery and Installation**	**Operation**	
AUDIO					
PA systems	Venue and Sport specific design are critical	-Evaluation of existing infrastructure/equipment is essential; PA zoning around arena/FOP to Media/Broadcast specifications: e.g. Commentary positions, PS to PA and control -Understanding sport specific requirements also essential (e.g. Warm up areas, call up areas draws, weigh ins etc.)	Technology and AVS responsibility for Delivery and Installation. SPR Input on requirements and final sign off with OCOG Technology, Venue, AVS provider, OBS	SPR operate and Technology/AVS provider provide technical support. Audio Technicians in venue	Sport Specific considerations for FOP fold back, e.g. Synchronised Swimming, Victory Ceremonies etc.
Production Equipment (control)	Including input and playback sources, mixer, monitoring, ancillary microphones, radio/cable etc.	Evaluation of existing infrastructure/ equipment is essential	Specialty items e.g. Instant Replays/DJ equipment SPR/Technology responsible dependant on OCOG	Sport Pres Operate and Technology /AVS provider provide technical support. Specialist Operators (e.g. DJ) if Required – SPR	SPR sign off in conjunction with key stakeholders
Communications – hard wired and wireless	Internal Communication system for SPR team and for external interaction with critical stakeholders.	Various solutions based on sport/Sport Presentation operations and specific venue/FOP: -Hard Wired, Mobile/wireless and Radio, intercom, In Ear solutions	SPR input with Technology. For SPR communication requirements only. Interface with other users (results, T&S, Broadcast etc.) to be included in detailed design.	Users operate individual equipment, Technology provides technical support and training where required. Technicians in Venue - Communication	Radio frequency allocations, interactions required sport specific. Interactions with other functions in communication matrix/ talk group design. Wireless comms requirements for sports with large FOP areas to be considered at outset of planning

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)

Content			Responsibilities		Other Considerat-ions
Element	Description	Specificities/format/Con siderations	Delivery and Installation	Operation	
PUBLIC SCOREBOARD/S					
Scoreboards		Format – alpha numeric/video Possible Dual solution (scoreboard/video board) if appropriate Power & physical support/rigging requirements.	TSR (Timing Scoring Results), Technology with input from SPT, SPR re placement and control position	TSR (Timing Scoring Results) provide Operators SPR cues during operation	Co-location of operational positions, view of output(s) for SPR Where possible Scoreboard control to be co-located with SPR
VIDEOBOARDS					
Video boards		Format, resolution, aspect Ratio, sight lines, viewing distance,	Technology responsible with AVS and SPR Input on placement, Control Position with TSR, AVS, OBS	AVS provide Operators, Managed/Cued by SPR	
		Sport requirements (size, position) Venue Design	Preview/Output Monitors for SPR – Technology	Screen technicians at venue AVS/Technology	SPR Preview monitors critical, requirements different per sport and venue
Control Equipment	Switching system, vision and preview sources, playback etc.	Appropriate number and position of preview and output monitors, RF management and coordination	Technology to deliver with Input and requirements from SPR. Some Specialist equipment may be required from SPR/Technology (OCOG) dependant.	SPR Direct, cue Operators. Operators provided by AVS or SPR (OCOG dependant)	Sport and Venue specific.
INFORMATION SYSTEMS					
Information Systems	CIS/INFO	Input from SPR to be considered as a client of each information system, with exact service level to be determined during detailed venue planning.	Technology/ SPR input requirements Functional areas with Technology Technology, CIS Provider, INFO provider	SPR end user Technology with CIS provider, INFO provider provide technical support.	SPR INFO/CIS workstations critical to operations to be assessed by sport/venue

Continued on next page

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)

Content			Responsibilities		Other Considerations
Element	Description	Specificities/format/Considerations	Delivery and Installation	Operation	
CATV/RTDS	Games TV Feed provided by OBS. Includes RTDS feeds for specific sports (where RTDS feed is available)	RTDS provided by OVR/T&S provider distributed via CATV system.	Technology with CATV system provider & provider of TV monitors.	Users	
LIGHTING					
Lighting	SPR may have specific lighting requirements in some cases	Sport requirements, Venue Design, OBS. General power specification is 50% of lighting from utility and 50% from back-up/generator power.	OVERLAY - SPR input in FOP design phase for specific requirements input OBS	SPR to cue Operators. Coordinate with OBS.	Input for Special FX and/or highlight e.g. Victory Ceremonies
INFRASTRUCTURE					
SPR Control room/positions	Control Position for SPR staff and equipment. Key Operational position and design requirements	Excellent View to FOP. Specific space and layout. View to public scoreboards, video display ideal.	Venue - Overlay. SPR on location, size, sight lines, layout, operational links. Technology - equipment, cabling, communications	SPR – strong links to Sport Competition Technology input (other equipment and operators)	Sport and Venue specific. Split team may require more than 1 position.
Support (structures/rigging)	Infrastructure required supporting/fixing displays (scoreboard/video displays) in final agreed locations.	Solution will be venue specific, However for indoor venues normally either rigging to "fly" equipment, or structural support to fix screen(s) to existing venue structure (wall). For outdoor venues large support structures of steel/scaffolding required to secure displays.	Technology/Partners to confirm display data (dimensions, weight etc.). Overlay/Construction to provide support solutions		For "flown" devices, to be taken into consideration with the larger venue reflected ceiling plan (flags, broadcast, look etc.)

Sport Presentation, Continued

Content and Infrastructure Considerations (continued)

Content			Responsibilities		Other Considerat-ions
Element	**Description**	**Specificities/format/Considerations**	**Delivery and Installation**	**Operation**	
Power	Specific power supply requirements for FOP lighting, displays and control equipment, ensuring agreed level of redundancy.	Specifications to be agreed as SLA to ensure that appropriate power solution is included in overall venue power design and implemented	Technology or Overlay/Partner provide minimum service level (quality of power and level of redundancy) and consumption specifications to Overlay		Level of service from past Games available through TOK. Specific service levels may require UPS support.
Cable pathways	Cable Bridges, penetrations (floor/wall/ceiling) tray systems, catenaries systems etc.	Cable routes between control and device locations to be considered during initial phases of design to when confirming SPR control location.	Overlay/construction documents existing pathways as well as all new/overlay pathways based on requirements provided during venue planning primarily from Broadcast, Technology & Overlay Power Provider.	Users. Overlay provide support – ability to provide additional pathways on site to clients during late phases of installation to be planned for.	Physical segregation required between broadcast, technology and power cabling systems. To be conscious of pathway "look" in areas of high visibility. FOP pathways normally well hidden from plain view/covered.

Continued on next page

Sport Presentation, Continued

Content and Infrastructure Considerations
(continued)
✘

Specific infrastructure considerations

Public Scoreboard & Video Displays

For public scoreboards, standard screens should be set up in each venue as part of the Olympic Theme (e.g. victory ceremony, welcome, spectator messages) while sport-specific screens should be developed in order to enhance aspects of each sport (e.g. Ace, Goal, etc.). Results-specific information display is developed according to the ORIS Requirements.

Early requirements for support infrastructure data (power consumption/weight/size/structural support) are required from building contractors. Normally this is well in advance of any final selection of devices to be deployed and requires the OCOG and providers to cooperate closely in providing working baseline information.

The OCOG must understand partner limitations in the provisioning of infrastructure installations prior to the finalisation of budget/contracts with infrastructure suppliers. Agreement on demarcation points for power and support solutions (independent structures/rigging) is essential to avoid implementation delays and late changes to budgets.

For venues deemed as essential to showcasing for the partner, where an existing video/scoring display is installed from another provider, it will be necessary to either temporarily remove this device, or as a minimum to deactivate it and ensure the partner installs a replacement display. For this reason, it is essential that the OCOG works with its Partners to maximise legacy opportunities in venues under design/construction, or where the owners are considering renovations/upgrades to existing facilities for the Olympic Games.

Sport Presentation, Continued

Content and Infrastructure Considerations
(continued)
✗

Key Success Factors

- Close cooperation between OCOG Technology, Partner organisations, and Sport functions, as well as with OBS, resulting in clear requirements and definition of the key Sport Presentation tools;
- Maximum use of existing venue equipment and infrastructure and deployment of "overlay" audio, video and scoring equipment as legacy to venues is maximised over temporary solutions;
- All technical aspects must meet the Sport, Media, Broadcast and Spectators' needs, without entering into equipment and service provisions;
- Implementation of effective communication solutions for Sport Presentation, facilitating seamless operations between all contributing parties;
- Sport Presentation technical infrastructure (cabling and cable paths, loudspeakers, etc.) should be studied taking into consideration smooth integration with Broadcast Operations

Sport Presentation, Continued

Project Management Perspective

Sport Presentation project management is essential, as numerous functions and stakeholders are involved, from content to technology. Roles and responsibilities need to be clearly defined and understood.

Sport Production responsibilities matrix highlighting key milestones

Key milestones are presented as a guideline reference (consistent with the generic Master schedule).

Final Timings will be influenced by factors including Budget and OCOG global timings and specific elements such as OCOG structures, contract conditions with service providers and obligations to specific clients, requirements for Test Events and Technical Rehearsals, and cultural aspects.

Summer/Winter Games considerations

As with the Technical Manual for Sport, the timing is also different for Winter and Summer Games.

Note: Organisers will have to consider the smaller scope of the Winter Games for timing and staffing levels in their programme definition.

Sport Presentation, Continued

Sport Presentation Matrix

Sport Presentation matrix of responsibilities and key-milestones

TASKS	Timeline	OCOG					External					
		Sport Presentation	Technology	Victory Ceremonies	Venue – Construction	Brand & Creative	Technology systems	AVS*	TSR**	IF	OBS	IOC
1- Project management												
Key milestones & obligations												
Sport Presentation general concept established	– 36 months	P		S		S				A	A	A
Sport Presentation specific concept by sport established	– 18 months	P		S						A	A	
Human resources												
Sport Presentation Manager appointed	– 40 months	P										
Sport Presentation provider on board/Staffing model defined	– 36 months	P										
Sport specific staff recruitment – commenced	– 24 months	P								S		
Budget												
Sport Presentation budget allocation	– 40 months	P										M
Tests events												
Overall Test Event Plan in place inline with Global T.E.	– 24 months	P	S	S	S		S	S	S	S	S	M
General rehearsals venue-by-venue sign-off	in line with Sport/ Venue planning	P	S	S	S		S	S	S	M	S	
2. Content development												
Overarching Sport and Conceptual Plans developed	– 36 months	P	S							M		M
Sport specific planning – IF Liaison (with sport competition)	– 30 months									M		
Music Programme Development – Concept finalised – database commenced	– 12 months	P		S								
Entertainment Concepts developed	– 18 months	P			S	S				M		A
Integration with Victory Ceremony concept (contents and operations)	– 12 months	P		P								M

Sport Presentation, Continued

Sport Presentation matrix

Sport Presentation matrix of responsibilities and key-milestones

TASKS	Timeline	OCOG					External					
		Sport Presentation	Technology	Victory Ceremonies	Venue – Construction	Brand & Creative	Technology systems	AVS*	TSR**	IF	OBS	IOC
3- Technology & Infrastructure management												
	* in line with OCOG Technology Timelines											
Audio System requirements established	– 36 months	P	P		S			P	S			M
Vision Screen requirements	– 36 months	P	P		S			P				M
Communications requirements	– 24 months	S	P				S	P				
Scoreboard requirements – commenced	– 48 months	S	P						P			
Host Broadcast												
SPR Requirements to and from broadcast	– 24 months	P	P								P	
Overlay Planning												
Requirements submitted for SPR	36–24 months	P	P									
Tender preparation												
Input into technology tenders	30–24 months	S	P					P				

P = Primary (responsible for delivery)   S = Secondary (input to delivery)

M = Monitor   A = Approve

*Audio Video System (AVS)   **Timing Scoring Results (TSR)

Sport Presentation, Continued

Overall Sport Presentation Concept △	The overall Sport Presentation concept validation by the IOC should be achieved 36 months before the Games in order to ensure that Olympic standards are met.

Consultation by IFs and OBS on sport–specific Sport Presentation concept △	IFs and OBS consultation is needed at least 18 months before the Games to ensure sport–specific concept development on a venue–by–venue basis.

Images and Videos △	Images and videos contents displayed by the OCOG shall be presented to and validated by the IOC.

Transfer of Knowledge △ ✗	For the Transfer of Knowledge related actions (including all knowledge reports and ongoing contributions) of the Olympic Games Knowledge Management Programme, refer to the Technical Manual on Information and Knowledge Management (Chapter 6).

Specific Project Management Considerations

Budget considerations

The budget for Sport Presentation should not be underestimated, especially with regard to content development, entertainment, rights clearance, human resources, accommodation, travel and specific equipment; Most of the equipment required for Sport Presentation is specialised and expensive. This includes microphones, CD players, instant replay machines, minidisk players, sound mixing equipment, video boards, scoreboards, headsets, etc.

Sport Presentation, Continued

Specific Project Management Considerations (continued)

Human resources considerations

The recruitment of sport-specific staff is a key success factor for Sport Presentation. The quality of the announcers' voices, their sport-specific knowledge and their ability to work as part of a team are critical (IF consultation).

Announcers should not only pass a language proficiency test in each language they will be using to perform in the venue, but in most cases should also have proven international experience at major sporting events and a strong understanding of the sport they will be announcing. Many IFs already have well-established relationships with specialised announcers for their major events, and IF recommendations/preferences in this regard should be strongly considered. Depending on their experience, it is recommended that announcers are auditioned and/or submit audition tapes and/or be tested at World Cup or World Championship-level sports events.

In general, the team (Sport Presentation managers and assistants, Audio Operator, Video Operator, Music Director (DJ), Announcers, Spotters and Communication Technician) is best placed in a location with excellent Field of Play view. However, this should be defined on a venue-by-venue basis and in consultation with the IF. In many cases, the announcers will be located on the FOP (especially team sports), while in other cases structures will need to be built to ensure they have a good view of the entire FOP (e.g. canoe-slalom, snowboard, etc.).

Testing and rehearsals considerations

- Testing: well-planned and integrated rehearsals provide a solid basis for success. The ability to practise the team coordination in conjunction with Sport FOP staff, test athletes, IF officials, Technology, OBS and Medal Ceremonies are invaluable in testing plans
- Test Events demands must not be underestimated, with Sport Presentation involved in every test event. Staff recruitment and training programmes' timing needs to be done in-line with the Test Event Programme
- It is not practical to test all Sport Presentation elements at all test events so a clear programme must be developed to define what will be tested, to what level and involving which SPR team members, Often this will be influenced by the level of involved or inter-related functional areas

Sport Presentation, Continued

Specific Project Management Considerations (continued)

Testing and rehearsals considerations (continued)

- General rehearsals should provide a venue-by-venue final sign-off by all parties with regard to the implementation of the definitive plan, and therefore Sport Presentation should be an integrated part of the rehearsals
- Wherever possible key members of the Sport Presentation team, should be brought in for the Test Events to facilitate their integration with venue teams and test their abilities (e.g. verify that an announcer has the technical and linguistic abilities to perform at an Olympic level)
- The Sport Presentation manager implements the run sheet with a primary focus on ensuring that the competition starts on "zero time". Well-planned and integrated rehearsals provide a solid basis for success. The ability to practise the coordination of the team in conjunction with Sport FOP staff, athletes, IF officials, Technology, OBS and Medal Ceremonies is invaluable in testing plans

Recommendation on Organisational Structure

The diagram below (see next page) shows the working relationships in an OCOG for Sport Presentation.

Sport Presentation deals with the specificity of each sport and is normally centrally managed by Sport. Close collaboration with victory ceremonies teams will have to be established.

213_265

Sport Presentation, Continued

Sport Presentation working relationships in an OCOG

Sport Presentation, Continued

Key Success Factors

- Sport Presentation should be considered as a functional area of the Sport department; the scope of responsibilities needs to be defined within the OCOG
- It is important to ensure that OCOG functional areas (Sport Presentation, Victory Ceremony, Venues Operations, OBS, Cultural, Brand, Sport, Venue Infrastructure) as well as stakeholders are well integrated and that they all understand the impact of Sport Presentation
- The participation of Sport Presentation in the venue planning process (especially overlay and technology design) is crucial to ensure that the appropriate space and equipment are provided
- The definition of scope should be started as early as possible, along with roles and responsibilities definition and project management elements

4.4 Sport Competition Schedule

Introduction

This section describes the key items relating to the development of the Competition Schedule and the phases and associated timelines of Competition Schedule development.

Competition Schedule △ ✕

The OCOG shall consult with the IOC and OBS at all stages of the development of the Competition Schedule, including prior to the establishment of the first daily schedule.

As per the Olympic Charter, the session-by-session Competition Schedule for a sport at the Olympic Games must have the agreement of the IFs and of the OCOG before being submitted to the IOC Executive Board for approval.

As per the Host City Contract, the session-by-session Competition Schedule shall be submitted by the OCOG to the IOC for its prior written approval not later than two years before the Games.

As stated in the Olympic Charter, the final decision in regards to the schedule and daily timetable of events lies with the IOC Executive Board.

Establishing Dates and Changes to Programme ✕

As stated in the Host City Contract:

- The final dates for the holding of the Games, including the number of days of competition and the scheduling of the Opening and Closing Ceremonies, shall be decided by the IOC in consultation with the OCOG
- The IOC reserves the right to make changes to sports, disciplines and events in accordance with the Olympic Charter and as the IOC may consider in the best interest of the Games

Importance of the Competition Schedule

The Competition Schedule is a critical document which impacts on almost all other Functions in the OCOG, the athletes themselves, the IFs, NOCs, the media and even the sponsors. OCOG Functions that are strongly influenced by the Competition Schedule include Media, OBS, Venue Operations, Venue Construction, Transport, Ticketing, Spectator Services, Security and Protocol.

Sport Competition Schedule, Continued

Competition Schedule Management

The Competition Schedule should be centrally managed by Sport Services. This allows for all inquiries and changes to be centrally coordinated and communicated to all key stakeholders. The Sport Director should maintain a close working involvement in the Competition Schedule development and refinement, due to the many varying interests of key stakeholders and in particular the IFs and broadcasters.

Competition Schedule Database

The Competition Schedule is a document that is progressively developed as more detail is finalised. In order to manage the greater level of detail of the schedule as it develops; there is a need for the OCOG to design and maintain a Technology Database System to manage the Competition Schedule data.

A Competition Schedule Database will enable the OCOG to adequately capture the detailed information and enable the manipulation and distribution of data in different formats without the risk of error, e.g. Schedule by Sport and Schedule by Day.

The development of an effective Competition Schedule Database is critical for the Olympic and Paralympic Games since the information contained is centrally and regularly referenced by many OCOG Functions, particularly Ticketing, Transport and Broadcast.

Some of the main features for an OCOG to consider when developing the scope of requirements for a Competition Schedule Database include:
- The system needs to be on-line for all of the OCOG via the intranet, and its user interface should be similar to that of INFO;
- The system should be flexible enough to deal with the knock-on effects of competition schedule changes; implementing the necessary modifications to all impacted events, e.g. those taking place in the same venue on the same day;
- When the data is updated, the information should be uploaded directly to the Intranet and Internet (when applicable) and an all-staff email sent indicating updates to the Schedule;

Sport Competition Schedule, Continued

Competition Schedule Database (continued)

- Coordinate with the System of Codes that is used by the Technology Service Provider, so the transfer of information at Games-Time is easier;
- The process of inputting and extracting data is critical given the large amount of information, different languages, and the need to supply broadcasters with electronic extractions; and
- Provide for secure and restricted access authorisation so as to protect the data.

Delays, Postponements and Cancellation Policy

All primary user groups of the Competition Schedule information should be familiar with the Delays, Postponements and Cancellation Policy that will apply to the Competition Schedule during the Games, along with the Contingency Plans consistent with this policy, once developed and approved.

Phases of Competition Schedule Planning

Whilst the Competition Schedule should constantly be maintained and updated as changes occur, there are typically six primary phases of planning:

- Daily Schedule;
- Session Schedule;
- Event Schedule;
- Detailed Event Schedule;
- Detailed Competition Activity Schedule (DCAS); and
- Detailed Sport Activity Schedule (DSAS).

All changes to the first four phases of planning need to follow a strict change management process whereby each of the key stakeholders (IFs, Ticketing, Broadcast, Technology, Transport, and Venue Operations) is asked to provide an impact statement before the schedule is changed, so that an informed decision can be made by management. Once the requested changes have been authorised by the IF and the Sport Director, a new version of the schedule is released to all stakeholders.

DCAS and DSAS are more internally managed by Sport, IF TD and relevant FAs in the Venue.

Sport Competition Schedule, Continued

Phases of Competition Schedule Planning
(continued)

There is one additional schedule in the Winter Games and that is the "Medals Plaza Schedule". It is prepared on the basis of a session schedule and takes into consideration the travel times from the competition venue to the Medals Plaza, number of medals that can be awarded on the Medals Plaza in one day and the competition schedule of the athletes for the next day. This schedule also requires the input and approval by IFs, OBS and the IOC, and must be coordinated with doping control and transport, particularly when the athletes are scheduled for medal awards in the medal plaza the same day after the competition.

Timelines Summary

1.	Daily Schedule updated after previous edition of the Games	Games-minus 40 months
2.	IOC finalises events and quotas for the Programme of the Games	Games-minus 36 months
3.	Daily Schedule submitted to IOC	Games-minus 33 months
4.	Session Schedule submitted to IOC Executive Board for approval	Games-minus 26 months
5.	Event Schedule finalised	Games-minus 20 months

Daily Schedule

The Daily Schedule identifies the number of days each sport will compete on, the number of rest days required (if any) and the number of sessions required. This should be updated approximately six to nine months after the previous edition of the corresponding Olympic or Winter Games, based on a review of the previous Olympic Games experiences and IF/IOC advice regarding any likely changes to events/venues etc. The Daily Schedule should be submitted to the IOC at Games-minus 33 months.

Continued on next page

Sport Competition Schedule, Continued

Session Schedule

The Session Schedule identifies the start time and finish time of each session. The impact on the rest of the organisation becomes more apparent. This needs to be completed approximately two and a half years prior to the Olympic Games. By this time the IOC/IF will have finalised the list of events in each sport. The OCOG is required to submit this schedule to the IOC for its prior written approval no later than two years before the Olympic Games.

The IFs' advice and agreement are critical in the development of the sport session schedule. Consideration should also be given to Olympic Broadcast Services (OBS) requirements.

Event Schedule

The Event Schedule identifies the exact events (heats, semi-finals, finals, classification matches) that will take place and at what times within each session. It is important to have this done prior to the OCOG ticket launch. This needs to be completed (ideally) 20 months prior to the Olympic Games.

When preparing the Event Schedule it is important to consider the demands on transport, particularly when scheduling the starting and finishing times of sessions. Where possible, sessions should not be scheduled to start/finish during the city's peak traffic hours or during other peak transport demands on the city.

Again, considering the specificity and implications of the event schedule, the support and agreement of the IFs are essential.

Detailed Event Schedule

The Detailed Event Schedule is a further refinement of the Event Schedule where the start time of each individual race/heat/bout etc. is specified. In team sports, the team names are progressively added after each draw to complete the Detailed Event Schedule.

In most cases, the Detailed Event Schedule may only be finalised by the IF Technical Delegates following confirmation of the final entries and numbers.

Sport Competition Schedule, Continued

Detailed Competition Activity Schedule (DCAS)

The DCAS lists all the key activities that are directly related to the Field of Play and competition. For example, while the Detailed Event Schedule shows the start time of heat 1, the DCAS also shows the time of the introduction of athletes as they enter the stadium. All times are shown relative to the start time of "zero time". It is critical that "zero time" is defined clearly for each sport. For example, in basketball "zero time" is the umpire's whistle for the jump ball.

The DCAS is the key communication tool between Sport, Olympic Broadcast Services (OBS) and Sport Production for the timing of all activities. It also provides a reference for "on" and "off" venue hours which impact implementation of strict venue zoning policy and respect for working positions of every Venue Team member.

Detailed Sport Activity Schedule (DSAS)

The DSAS is a document that contains the DCAS but also encompasses all the key activities leading into the competition. It should commence from the time the sport competition team move into the competition venue right through to the bump out.

All the phases of the DSAS are identified in the following diagram:
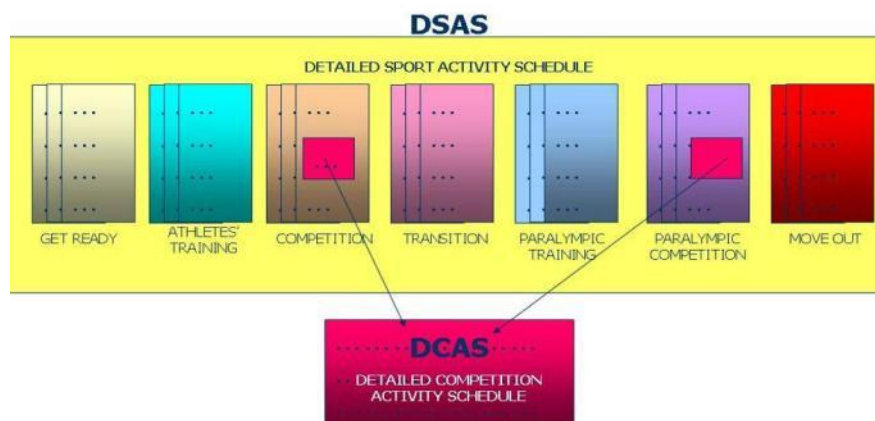
Sport Competition Schedule, Continued

Detailed Sport Activity Schedule (DSAS) (continued)

The DSAS not only describes the activities and their times but also who is responsible for that activity and where it is located. The DSAS needs to be completed in conjunction with Venue Operations as the entire Venue team needs to be aware of the Sport key dates as well as Sport ensuring that the Venue Operations key dates are included in the DSAS.

It should be noted that Venue Operations will develop and maintain a schedule for the whole venue with input from all Functions. This is called the Venue Integrated Schedule (VIS) and the DSAS is a subject of the VIS.

Paralympic Competition Schedule ▸ IPC

The competition scheduling process and management principles as described in this section for the Olympic Games should also be implemented for the Paralympic Games. Some principles to follow with regard to the general development of the Paralympic Games competition schedule are as follows:
- Maximise sport activity on day one of the Paralympic Games;
- Ensure a balanced distribution of finals (individual and team sports) throughout the Games;
- Ensure no major finals conflict amongst team sports;
- Limit the need for competition on the final day; and
- Shorter sessions with more compact competition formats to enhance sport presentation opportunities.

Annex

IOC Sport Equipment Guidelines

Overview

Mission

Sport equipment is an important element in the organisation of athlete training and competition at the Olympic Games. Through the quantities of equipment involved, importance in competitions and high visibility, the specification and provision of sport equipment for the Olympic Games is complex and requires the integrated involvement of many stakeholders, including the IOC, IFs, OCOGs, NOCs and equipment suppliers.

Due to the need for clear understanding of many elements related to the specification and provision of sport equipment and the responsibilities of the various partners involved, the IOC has developed the IOC Sport Equipment Guidelines which complement the existing specifications outlined in the Olympic Charter.

Objectives

- Define the responsibilities of the stakeholders involved in the sport equipment project process
- Outline the steps to identify the sport equipment requirements
- Address the marketing elements for the supply of sport equipment to the OCOG
- Define the contract approval process between the OCOG and sport equipment suppliers
- Provide the IFs with an understanding of the regulations related to the technical specifications and the supply of sport equipment to the OCOG

Continued on next page

Overview, Continued

Defining Sport Equipment

While it is difficult to define sport equipment given the very different requirements of each sport and the different methods of sourcing sport equipment that each OCOG adopts, the following definition applies for the purposes of these Guidelines:

Sport equipment is any equipment used by athletes during Olympic Games competition or training. This includes Field of Play sport flooring, technical support equipment (e.g. scales for weigh-in), warm-up equipment (e.g. weights, stretching mats), training equipment (e.g. training balls) and competition equipment (e.g. goal posts and nets).

In addition, there may be exceptions discussed between OCOGs and IFs regarding the modification to existing surfaces in sports venues.

Related equipment that is excluded: technology equipment (e.g. results systems), communications equipment (e.g. public address systems), publications (e.g. score sheets), clothing and athletes' personal equipment.

Responsibilities of Involved Organisations

Introduction

This section outlines the stakeholder organisations that have responsibilities in the sport equipment area for the Olympic Games.

IOC Responsibilities

Listed below are the IOC's responsibilities for sport equipment at the Olympic Games:

IOC Responsibilities	
1.	As the exclusive owner of the Olympic Games, to own all rights related to the Olympic Games, the Olympic Charter and the associated Guidelines.
2.	To define and approve the marketing rights and promotions (use of symbols, designations, licensing, hospitality, manufacturers' markings) that might be applicable for use by sport equipment suppliers.
3.	To provide instructions regarding use of the marketing rights.
4.	To review and approve applications from suppliers for use of photographic images of equipment in use.
5.	To approve training facility requirements.
6.	To approve technical equipment at venues that is neither defined nor listed in the technical rules of the IF.
7.	To approve the application of marks (OCOG, manufacturers', IF) on sport equipment.
8.	To approve exceptions to Rule 51 of the Olympic Charter and related guidelines.
9.	To review and approve the OCOGs' standard request for proposal and tender documents.
10.	To approve the proposed number of sport equipment technicians.

Responsibilities of Involved Organisations, Continued

IF Responsibilities

Listed below are the IFs' responsibilities for sport equipment at the Olympic Games:

IF Responsibilities	
1.	To ensure that all aspects of the sport equipment project in its sports venues comply with the Olympic Charter.
2.	To be responsible for the technical control and direction of its sport including the specification of rules with which all competition and training sites and all equipment must comply.
3.	At the latest, three years before the opening of the Olympic Games, to inform the OCOG, the IOC and the NOCs of the characteristics of the required technical installations and the sport equipment to be used to equip the venues during the Olympic Games.
4.	To propose the list of IF-authorised equipment suppliers.
5.	To inform the OCOG of any exclusive IF supplier of equipment.
6.	To agree training facility requirements with the OCOG, and propose them to the IOC for approval.
7.	To agree with the OCOG the technical equipment at venues which is neither defined nor listed in the technical rules of the IF, and propose them to the IOC for approval.
8.	To propose to the OCOG the technical support required for athletes' equipment.
9.	To identify any technical restrictions affecting use of marks on sport equipment.
10.	To implement a Games-Time operational check of sport equipment for compliance with Rule 51.

Responsibilities of Involved Organisations, Continued

OCOG Responsibilities

Listed below are the OCOG's responsibilities for sport equipment at the Olympic Games:

	OCOG Responsibilities	OCOG Function
1.	To provide sport equipment for competition and training use by athletes during the Olympic Games, test events and Paralympic Games.	Sport
2.	To respect the IFs' rights to identify equipment requirements.	Sport
3.	To negotiate actual supply contracts, respecting the IFs' right to nominate specific or exclusive suppliers.	Procurement marketing
4.	To respect all applicable laws during the procurement process.	Legal
5.	To propose to the IOC any marketing rights (use of symbols, designations, licensing, hospitality, manufacturer marks) applicable for use by sport equipment suppliers.	Marketing
6.	To negotiate marketing rights with individual suppliers.	Marketing
7.	To submit proposed design of marks/look on sport equipment to the IOC for approval.	Marketing
8.	To include OCOG marks/look on sport equipment as per IOC instructions.	Marketing
9.	To agree training facility requirements with the IFs, and propose them to the IOC for approval.	Sport
10.	To agree with the IFs the technical equipment at venues which is neither defined nor listed in the technical rules of the IF, and propose them to the IOC for approval.	Sport
11.	To work with the sport equipment manufacturers to determine the required number of athlete support technicians per sport, per venue and per supplier company and to gain IOC approval.	Sport
12.	Assist in sourcing accommodation, travel, transport and meals for the sport equipment technicians, and at their cost.	Various OCOG FAs
13.	To provide space at venues for athletes' equipment technicians as required.	Venue Operations
14.	To provide the list of sport equipment for all sports/disciplines for inclusion in the Chefs de Mission dossier to be distributed during the Chefs de Mission seminar.	NOC Services

Responsibilities of Involved Organisations, Continued

NOC Responsibilities

Listed below are the NOC responsibilities for sport equipment at the Olympic Games:

NOC Responsibilities	
1.	To ensure that personal equipment provided by the NOC for its athletes complies with the Olympic Charter.
2.	To ensure the appropriate use of the Olympic symbol and motto in the NOC's country.
3.	Liaise with sport equipment suppliers regarding marketing rights in the NOC's country where requested.

Supplier Responsibilities

Listed below are the Sport Equipment Supplier responsibilities for sport equipment at the Olympic Games:

Supplier Responsibilities	
1.	To supply equipment and associated services to meet the reasonable needs of the OCOG within a defined equipment category, including Olympic competition, training requirements and test events, and also where applicable the Paralympic Games.
2.	If the supplier is identified by the IF as the sole supplier for a particular equipment item, to provide that equipment free of charge to the OCOG.
3.	To respect the Olympic Charter, specifically Rule 51 and its bye-laws.
4.	To respect the guidelines provided by the IOC and OCOG regarding branding, manufacturers' markings and Look of the Games.
5.	To respect the World Federation of the Sporting Goods Industry (WFSGI) Code of Conduct.

Responsibilities of Involved Organisations, Continued

WFSGI Responsibilities

Should the IOC and OCOG agree to work with the World Federation of the Sporting Goods Industry (WFSGI) or another nominated sporting goods manufacturing organisation, that organisation may be requested to perform specific duties including the following:

WFSGI Responsibilities	
1.	To receive requests from sport equipment suppliers for athlete support technicians to be accredited for the Olympic Games.
2.	To work with the OCOG to determine the number of athlete support technicians per sport, per venue and per supplier company and to propose them to IOC for approval.
3.	To act as the responsible organisation for associated sport equipment suppliers.
4.	To ensure all such accredited suppliers respect the Olympic Charter and the WFSGI Code of Conduct.

229_265

Identification of Requirements

Introduction

This section outlines the requirements for identification of sport equipment, sport equipment suppliers, sport equipment technicians, and sport equipment procurement for the Olympic Games.

Important Note

It should be noted the information herewith only applies to OCOG-provided equipment and not equipment being provided by individual NOCs or athletes.

Contents

This chapter contains the following topics:

Identification of Sport Equipment Items

Identifying Sport Equipment Requirements

The responsibility of identifying the sport equipment requirements for the Olympic Games relies on the International Federations (IFs). The IFs should provide information to the OCOG and IOC regarding the sport equipment that will be necessary at the venues to hold the competition or training, and the various characteristics of the required technical installations for the sport equipment. This information should be provided a minimum of three years before the opening of the Olympic Games.

The following information should be included for each item of sport equipment required:
1. Item name.
2. Quantity required, for training, warm-up, competition (for test event, Olympic Games, and Paralympic Games if applicable).
3. Specifications if any (including model number where applicable), noting any differences between specifications for competition compared with training compared with warm-up. An example of such a difference might be that training equipment for the Olympic Games can be previously used at the test events, rather than new.
4. Recommended Post Olympic, and Paralympic Games if applicable, use

Past Games Sport Equipment Provisions

The OCOG can assist the IFs in identifying the sport equipment items required by providing to the IFs, approximately two months prior to the IFs' deadline, a proposed list of required sport equipment. The proposed list the OCOG provides should be based on the list from the previous Games, modified for any IF rule and regulation changes, and adjusted for any differences from the previous Games in terms of number of athletes per sport, amendments to the sports programme or number of competition/training/warm-up venues. This will allow a more efficient process for the IF in reviewing, editing and approving the list oyf sport equipment required for the Games.

Timeline

Should an IF not provide the required information to the OCOG by the deadline of three years prior to the opening of the Olympic Games, then the IOC will assist the OCOG in obtaining a response from the IF.

Identification of Sport Equipment Suppliers

Identifying Sport Equipment Suppliers

In defining the required technical installations of sport equipment, the IF may require that, subject to the guidelines established by the IOC, such sport equipment be supplied by a particular company or companies.

Provisions

The information the IFs provide the OCOG should include, for each item of sport equipment required, details about potential suppliers. The information should specify whether or not the OCOG is required to source the equipment through:

OCOG Supplier Options
1. A sole supplier: in which case the equipment and associated services must be provided free of charge to the OCOG. Associated services can include but are not limited to mean, supply, manufacture, samples, testing, delivery, maintenance, removal and legacy
2. Several suppliers: with the OCOG then ultimately selecting one of those suppliers.
3. No particular supplier but technical specifications apply: with the OCOG being able to select any supplier, provided the equipment meets the particular technical specifications.

IF Responsibility

In options 1 (sole supplier) and 2 (several suppliers) above, the IF should advise of the name(s) of the supplier(s) and the contact details for the company(ies). It is essential that the IF has completed its own negotiations with the supplier(s) in both options 1 and 2, prior to providing the company name(s) to the OCOG three years before the opening of the Olympic Games. This will ensure there are no delays which prevent the OCOG from commencing negotiations with the suppliers.

Identification of Sport Equipment Suppliers, Continued

Number of Suppliers Nominated

The IF may nominate several suppliers from which the OCOG must ultimately select one, the OCOG may prefer to negotiate with a lesser number of suppliers than the number nominated by the IF. For example:

- A particular supplier may add value to the OCOG from a marketing perspective; and
- A particular supplier may be based in the host country.

However, in considering the approach to take, it is the responsibility of the OCOG to respect all applicable laws, such as those governing competition and tendering processes. These laws will dictate whether or not the OCOG must negotiate with all the IFs' nominated suppliers, or can negotiate with a lesser number.

Defining "Free of Charge" Sport Equipment

In order to allow IFs to sign long-term agreements with equipment suppliers, which include the provision of sport equipment for the Olympic Games, IFs may nominate a sole supplier in certain sport equipment categories. Should a sole supplier be nominated by an IF, the sole supplier must supply equipment and associated services free of charge to the OCOG.

Free of Charge Definition:
This is defined as being equipment delivery to the OCOG at an agreed location and time – including handling, packaging, freight, customs and duties – plus technical support immediately prior to and during events where the equipment is used, and equipment removal if loaned by the OCOG.

Supplier Negotiations

International Federations are not necessarily involved in the OCOGs' negotiation with suppliers, other than identification of sport equipment as explained above.

Provision of Information to NOCs

While the Olympic Charter specifies that the IF provides sport equipment information and specifications to the OCOG, and also provides that information to the NOCs, the OCOG can also assist by providing information to NOCs through correspondence such as regular newsletters to all NOCs and regular updates of a summary list of sport equipment suppliers.

The OCOG must communicate information related to sport equipment to the NOCs. Attached (section VII) is an example of what would typically be communicated to NOCs. The list does not contain all sport equipment, just those key items with which athletes train and compete during the Olympic Games.

Identification of Technicians

OCOG Supplier Technicians

In addition to the sport equipment procured by the OCOG, the OCOG may determine the need to source technicians from the sport equipment supplier. The technicians may be required to perform a range of technical support services that may include installation, testing, maintenance, repair, cleaning, removal and restoration. The services may require specialised training and/or equipment.

Requirement for Technicians

Whether or not technicians are required depends on the OCOGs' own ability to carry out all the necessary functions associated with the sport equipment. Should the OCOG be able to perform these functions, technicians may not be required. However, should the OCOG identify a need for technical support services, it then needs to determine the number of technicians required to provide that support. This requirement should be included in the request for proposal or tender documents sent to prospective suppliers during the procurement process.

Previous Games Requirements

To assist the OCOG in determining the need for technicians and the extent of that need, the OCOG should review the technician numbers from the previous Games.

Accreditation

The OCOG should recognise that accreditation of sport equipment technicians for the Olympic Games could be an important point during negotiation of the supplier contract.

Workforce

It is important for the OCOG to account for the additional staff or the technicians within each sport's venue workforce (typically identified as contractors). In principle, these technicians would be required, at their company's cost, to wear the OCOGs' workforce uniform because they work on or around the Field of Play. The OCOG should attempt to assist the supplier companies with sourcing accommodation, which would also be at the supplier's cost, as would travel, ground transport and meals.

Also refer to Sport Equipment– of this Technical Manual.

Identification of Technicians, Continued

Athlete Support Technicians

For certain sport equipment provided by the athletes and/or the NOCs, there is a requirement to provide technical support services. This would typically apply when the athletes' personal equipment requires technical skills and/or special equipment/tools to maintain or repair it, (e.g. cycle mechanics, ski technicians, skating shoe technicians).

There are two sources of such technicians: technical equipment suppliers proposed by the IFs, and equipment/apparel suppliers proposed through the WFSGI and its members.

Technical Equipment Suppliers proposed by the IFs:
• The OCOG and the IOC shall review jointly the sports for which such technicians are required
• On the IOC approval of this list of sports, the OCOG should contact the relevant IFs requesting their proposals for these technicians
• The IF proposals should include the company names to be represented at the Olympic Games in this capacity, and the number of technicians from each named company
• On agreement between the OCOG and IF, this agreement should be reviewed by the IOC for final approval

Suppliers proposed through the World Federation of the Sporting Goods Industry (WFSGI) and its members:
• The IOC and OCOG may agree to work with the WFSGI or another nominated sporting goods manufacturing organisation in relation to the sport equipment Games requirements
• Should this be the case, technicians (number subject to IOC approval) may be accredited through the WFSGI or nominated organisation whose primary function will be to provide back-of-house support services to athletes and NOCs; specifically maintenance and repair of personal equipment and apparel
• Should this be the case, equipment suppliers apply to the organisation to be accredited under this category. The proposal is then reviewed and agreed between the organisation and the OCOG, then submitted to the IOC for approval
• The WFSGI or nominated organisation, acting as the responsible organisation for the technicians, then liaises directly with the IOC to determine the details regarding accreditation for specific venues, for both people and vehicles, and zone access within venues

Identification of Technicians, Continued

Associated Costs of Technicians

The costs associated with the sport equipment technicians providing services at the Games (i.e. uniforms, accommodation, travel, transport, meals and supplies/services) should be accepted by the supplier, especially in the case of a sole supplier which provides all associated services free of charge to the OCOG.

Other Supplier Options

In any of the other supplier options, the application of these cost factors may be different. That is, in negotiating the supply of equipment, the prospective sport equipment supplier should include the costs of these factors in the total value of the sport equipment supply package.

Ski Racing Suppliers (Winter Games only)

Ski Racing Suppliers (SRS) represents the equipment technicians that support the athletes during the Olympic Games. They represent approximately 700 sport technicians that require space, services, transportation, accreditation, wax cabins, food and beverage in all of the outdoor Winter Games venues. The SRS technicians service athletes in all of the Skiing disciplines (Alpine, Cross-Country, Freestyle Skiing, Snowboard, Ski Jumping, Nordic Combined), in Biathlon, in Bobsleigh, in Skeleton and in Luge.

The OCOG must facilitate the services for the SRS technicians at the expense of SRS. For all intensive purposes, the SRS service technicians execute the same role as the NOC technicians and should receive the same service levels. This In past Games, challenges have been identified with regard to accreditation and access to the venue and transportation systems. The OCOG should therefore start planning early with the IF and the IOC for the integration of this group of technicians.

Sport Equipment Procurement Process

Procurement Responsibility

The management of the procurement process for sport equipment is the responsibility of the OCOG. The OCOG has two options in the procurement process:

- Seeking either sponsors (whereby the equipment would be provided to the OCOG as Value in Kind (VIK) in return for marketing rights); or
- Suppliers (whereby the equipment would be provided to the OCOG on a cash purchase, lease, rental or donation basis).

Procurement Process

Prior to initiating the procurement process with prospective sponsors/suppliers, it is essential for the OCOG to develop an integrated process that is communicated to the Sport, Procurement, Marketing, Finance and Legal Functions of the OCOG. Each OCOG Function should understand the role it plays in the procurement process and the responsibilities of other OCOG Functions.

The OCOG internal process should consist of the following but is not limited to:
A communication system between the relevant OCOG departments.
A strategy for determining whether each equipment category will be sourced via sponsorship (VIK) or tender (cash).
A financial process that facilitates budget management.
Finance and procurement policies and procedures regarding management of tenders.
Marketing policies and procedures regarding management of sponsorship requests for proposals.
A generic Sponsorship Request for Proposal documents.
A generic Tender document.
An internal process to develop each category-specific Sponsorship Request for Proposal or Tender document, ensuring input and sign-off from all relevant OCOG Functions.
An internal and external process for review and approval of preferred sponsors/suppliers.

Marketing

Introduction

This section outlines the sport equipment marketing rights and benefits to which the supplier is entitled.

Value Chain

The marketing rights attributed to sponsors are defined by a value chain which is proposed by the OCOG as part of the overall OCOG marketing plan and presented to the IOC for approval. Typically the value chain identifies different sponsorship levels each of which has a monetary value threshold. For each level, the rights automatically attributed to the sponsor are defined, as are the rights the sponsor can access for additional contribution at the discretion of the OCOG and/or IOC.

Generally the value of sport equipment categories is lower than the minimum threshold to access the lowest OCOG sponsorship level in the value chain. An OCOG has the option to propose lower sponsorship levels for sport equipment, with lesser access to marketing rights.

Principles of Value Chain

The principles with regard to allocation of marketing rights, according to the method of acquiring sport equipment, are as follows:

Sports Equipment	
Acquisition Method	**Marketing Rights**
Purchase/Lease/Rental	No rights granted
Donation	Standard rights and benefits apply
Supplied as VIK	Standard rights and benefits apply

Geographical Application of Rights

Under the provision of the Olympic Charter, the OCOGs' commercial rights only extend through the territory of the host country. As a general rule, use of all rights outside the host country requires the approval of each individual NOC for which rights are sought (usually by a commercial access agreement). It is solely within the discretion of the NOC whether it enters into an access agreement or not.

Clearance of NOC access rights is a complicated and potentially expensive process. Requests for international access should be kept to a minimum and coordinated closely with the IOC which will advise on the formal procedures as applicable.

Marketing, Continued

Standard Rights and Benefits for Sport Equipment Suppliers

Right to Purchase Tickets

Sport equipment suppliers shall have the right to purchase tickets to the event where the sport equipment is being supplied and, pending the level of support, to other events and Ceremonies. The number of tickets shall be determined according to the value and size of the sponsorship contribution and the availability of tickets.

Statement of Fact

In the context of sport equipment suppliers, a statement of fact explains simply and briefly that a particular company provides a particular product and/or service for the Olympic Games. Sport equipment suppliers shall have the right to make a statement of fact in an editorial context in trade publications, annual reports and corporate brochures under the following guidelines:

- Statements of fact cannot be used for commercial purposes, which include packaging and retail promotions, and may not appear as a designation;
- As all specific designation rights are controlled by the relevant OCOG, suppliers should ensure that statements of fact are only used in the course of normal editorial commentary and not as a stand-alone statement that could be perceived as a designation; and
- Such statements of fact can be used only from the date of signature of the agreement until two years after the Closing Ceremony of the designated Olympic Games.

Suppliers can use statements of fact in both the host country and other countries at no cost to the supplier, without having to apply for rights, provided the statement of fact could not be perceived as a designation or a commercial use of rights, and has been approved by the OCOG and the IOC.

Marketing, Continued

**Standard Rights
and Benefits for
Sport Equipment
Suppliers**
(continued)

Use of still images of Sport Equipment at the Olympic Games

Sport equipment suppliers shall have the right to use a photographic image of the equipment in use during the Olympic Games for editorial purposes in trade publications, annual reports and corporate brochures. The following guidelines shall be adhered to when using photographic images:

- Use of images must respect the rights of the athletes and manufacturers (i.e need approval from athletes prior to use);
- The images cannot feature Olympic marks nor make reference to an athlete's performance;
- Such images can only be used after the Closing Ceremony of the Olympic Games until two years after the Games' Closing Ceremony; and
- In all cases, any request for use of photographic images of sport equipment in use at the Games requires prior written approval by the IOC at images@olympic.org .

**Extension of
Rights and
Benefits**

Subject to further direct negotiations with the OCOG and the approval of the IOC, other OCOG rights and benefits may be granted as part of the manufacturer's support and commensurate with the value being provided.

Continued on next page

Marketing, Continued

Other Rights and Benefits

Sport Equipment Seal

If developed by the OCOG and pending significant levels of support, sport equipment suppliers may have the right to use the Sport Equipment Seal in accordance with OCOG Marks Usage Guidelines and OCOG approval. The creation of the seal and use of the seal in communications shall be defined by the OCOG in accordance with the IOC's guidance and approval.

For suppliers which are allowed by virtue of their marketing rights to use the Sport Equipment Seal in the host country, they are also allowed, by exception, to use this seal internationally for trade purposes only such as in catalogues, at no additional cost to the supplier. This use should not be granted as an automatic right but might be granted, at the OCOGs' discretion and with the approval of the IOC, if sought by a supplier.

Third Party Rights

Marketing rights may only be used by the sport equipment supplier entering into the contractual agreement with the OCOG. They may not be passed on directly or indirectly to any third party or other organisation without the express written approval of the IOC and the OCOG.

Licensing

In specific sport equipment item cases, there may be the interest from the supplier to extend the supply agreement to a licensing agreement. This should be negotiated as a separate commercial agreement according to the OCOGs' licensing policy.

Technical Recognition and OCOG Marks/Look

Introduction ✖

Recent Olympic Games have underlined the critical importance of developing an overall Olympic branding strategy extended throughout the fields of play and host city. This strategy is one of the fundamental factors in the unique positioning of the Olympic Games and its overall visual presentation. More information can be found in the Technical Manual on Communications.

In addition to the OCOG Marks/Look branding strategy, sport equipment supplied to an OCOG may also bear a manufacturer's trademark, but only under the strict guidelines set forth in Rule 51 of the Olympic Charter and the relevant Bye-laws, which may be amended from time to time. More information on all branding issues can be found in the Technical Manual on Brand Protection.

OCOG Marks/Look Types

There are various Olympic graphic elements that can be used to brand equipment according to the OCOG Marks/Look strategy developed by the OCOG and approved by the IOC. Among others, such elements include:

Mark and Look Elements:
Olympic Symbol
Games Emblem
Games Typeface
Pictogram
Games Secondary Graphics
Games Colour Scheme
Mascots

Note

The Olympic symbol and some further Look/Mark element to clearly identify the host city and year of the Games are required to properly brand all material.

TV Look

In the course of developing the Olympic brand and its placement on sport equipment, the OCOG Look Department will work closely with OBS with respect to camera angles and broadcast presentation to ensure the best visual result.

Continued on next page

Technical Recognition and OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look

Included with this Manual is a list (section VIII) of sport equipment items that are required to have the OCOG marks/look. The list details the suggested graphic element and position, based on previous Olympic Games experience. This list should be viewed as the *minimum* requirement for OCOG marks/look, enabling the OCOG to make additional proposals to the IOC for other items to have the OCOG marks/look applied.

The OCOG marks/look is applicable regardless of whether the sport equipment is purchased or leased by the OCOG.

Note

Both the OCOG and the supplier should ensure they have written approval from the IOC for all graphic treatments prior to commencing the manufacturing of sport equipment.

Pre-Games Use of Marked Equipment

To protect the unique presentation of the Games, Olympic images and marks should not be used on any sport equipment prior to the Games. As a general rule, the Olympic symbol is only allowed to be used as a backdrop to a sporting event during the actual Olympic Games competition.

Post-Games Use of Marked Equipment

As a principle, sport equipment that is branded with the OCOG marks/look should not be used in competitions after the Olympic Games. The IOC reserves all rights to address the use of all marks after the Games.

OCOG Marks/Look on the Field of Play

Given the visual prominence of sport equipment on the Field of Play, it is essential that key items bear the OCOG Marks/Look of the Olympiad. Such added design elements must respect IF technical restrictions which are applicable on a case-by-case basis, especially as they relate to colour designations.

Technical Recognition and OCOG Marks/Look, Continued

OCOG and Manufacturer Marks/Look

Only the OCOG Marks/Look, and where approved by the IOC, the manufacturer's mark, are permitted on sport equipment. No other mark is allowed on sport equipment unless approved by the IOC. It is important to recognise that such identification should not be viewed as commercial branding or brand presence marketing, but merely as technical recognition of the manufacturer. As such, the rules and guidelines are specifically designed to limit the nature of brand presence marketing and broadcast exposure.

Fabrication and Application of OCOG Marks/Look

To ensure quality control over both fabrication and application of the OCOG Marks/Look, The OCOG Look Department should ideally be financially and operationally responsible for this, and not the equipment suppliers.
The following situations should apply:
- The equipment does not usually have graphics on it and therefore, the manufacturer does not have the experience to install the graphics; and
- The manufacturer is unable to meet the OCOGs' Mark/Look quality standards.

However, there may be cases where this is not possible for the OCOG due to the following reasons:
- Certain graphics can only be safely or properly applied during the manufacturing process;
- The manufacturer's experience may be essential to the cost-efficiency, durability and quality, and determining if graphics may adversely affect performance; and
- Applying the graphic during the manufacturing process will alleviate the application process by the host city when the equipment is delivered.

Manufacturers' Marks

The Olympic Games are unique in the international sporting event world in that commercial advertising is not allowed in the venue or on the athlete's uniform. This is fundamental to the visual presentation and values of the Games. As such, the rules and guidelines are specifically designed to limit the nature of presence marketing and broadcast exposure.

The Olympic Charter and related guidelines define when and how the identification of the manufacturer can appear on sport equipment and is subject to IOC discretion. Aspects of the mark that must be considered include size, frequency, colour, position, material in which the mark is fabricated and application method.

Continued on next page

Technical Recognition and OCOG Marks/Look, Continued

Technical Recognition Only

Sport equipment manufacturers are in a very privileged position in that, under certain limited circumstances, a controlled level of trademark identification is permitted. It is important to recognise that such identification should not be viewed as commercial branding or presence marketing, but merely as a technical recognition of the manufacturer.

Principles for Inclusion of Manufacturer's Marks ✘

The principles for inclusion of Manufacturer's Marks (MM) are:
- The MM should be located as far as possible from the OCOG Mark/Look;
- The OCOG Mark/Look should take the most prominent position;
- The MM, where possible, should be placed as far as possible from the sporting action, for example, the basketball court MM should be placed well off the playing area of the court;
- The MM, where possible, should not be oriented towards the television camera;
- The colour contrast of the MM to the piece of equipment should be as low as possible, that is, tone-on-tone;
- There shall be a maximum of one MM only on each piece of equipment. The size shall be smaller than 10% of the surface area of the equipment and up to a maximum of 60 sq. cm. In no event however the MM identification should be marked conspicuously for advertising purposes. The size requirements for headgear, gloves and other clothing that may be provided by manufacturers are outlined in the Olympic Charter. All MM applications are subject to the approval of the OCOG and the IOC. For full details refer to Rule 51 of the Olympic Charter and its relevant Bye-laws which may be amended from time to time. In all cases, Rule 51 of the Olympic Charter and its relevant Bye-laws, as may be amended from time to time, will prevail over the information in this Technical Manual; and
- As per the OCOG Mark/Look identification, the final placement of the MM requires IOC approval.

Technical Recognition and OCOG Marks/Look, Continued

Exclusion

Equipment that is either provided via cash outlay from the OCOG or is provided via a donation is not allowed to display its manufacturer's mark. If this equipment is delivered to the OCOG with the manufacturer's mark visible, it is the OCOGs' responsibility to cover the marks.

Exceptions to the Olympic Charter Rule have previously been granted by the IOC on a case-by-case basis.

In principle, should the IOC grant an exception to the Olympic Charter for athletes' equipment, and the OCOG is also responsible for providing equipment in the same category, the same exception will automatically apply.

International Federation Marks

To maintain the unique visual presence of the Games, only the OCOG Marks/Look, and where approved the manufacturer's mark, are permitted. All other marks/look cannot be displayed unless approved by the IOC.

Exceptions

The only exception is the inclusion of the IF marks on balls for ball sports.

Rule

- The IF logo or designation must not be larger than it is for standard MMs on the balls
- It must only appear once per ball
- It may not make reference to any event other than the Olympic Games and/or Paralympic Games

Technical Recognition and OCOG Marks/Look, Continued

Timeline and Process

The information provided in the list (section VIII) will allow the OCOG to prepare photographic images of each sport equipment item. The images should show exactly the position, colour and size of the OCOG Mark/Look and, if applicable, the manufacturer's mark and IF mark.

Approval

After internal approval of all the images by the OCOG, they must be submitted for review and approval by the IOC. Ideally, this needs to occur prior to the commencement of the procurement process by the OCOG, as these approved images are an essential component of the Request for Proposal and Tender documents sent to prospective suppliers, and subsequently are an essential component of the final contracts.

How

To achieve this, the OCOG should have completed the design and approval of its Look Kit of Parts, and should have developed the principles for application to the fields of play. When the actual suppliers are finalised for each sport equipment category, the actual supplier logos must be imposed onto the photographic images. These must then be submitted to the IOC for review and approval. This needs to occur prior to the commencement of fabrication of the marks on the sport equipment.

These approved images should also become components of the final sport equipment supplier contracts.

247_265

Contract Approvals

Introduction

When each sponsorship or supplier agreement is finalised between the OCOG and the sponsor/sport equipment supplier, there are several steps to be taken for final approval of the contract.

Contract Approval Process

The following outlines the contract approval process that the OCOG should follow:

- The OCOG must submit to the IOC Legal Department for approval the generic or standard Request for Proposal document, the standard Tender document and the standard contract;
- On approval by the IOC, the OCOG can modify the Request for Proposal and Tender documents to make them specific for each category of equipment being sourced. When the OCOG sends these modified documents to prospective suppliers, they should also include the standard contract agreement;
- Therefore, the approval of the standard contract (and other standard documents) must occur prior to the commencement of the OCOGs' procurement process; and
- When each sponsorship or supplier agreement is reached between the OCOG and the sponsor/supplier, the draft contract and ultimately the final contract must be sent to the IOC for review and approval.

Terms and Conditions

All contract agreements are subject to the terms and conditions outlined in the IOC/OCOG Marketing Plan Agreement for the current Games.

Supplier List for National Olympic Committees

Supplier List for National Olympic Committees

The following table represents the Supplier List for National Olympic Committees, based on a Summer Games.

Sport	IF	Equipment	Possible Suppliers*	Final Supplier	Model # (if applicable)
Athletics	IAAF	Track			
		Implements			
		General Equipment			
Archery	FITA	Target Faces			
Aquatics	FINA	Water Polo Ball			
		Water Polo goals and nets			
		Diving boards, stands and platform surfaces			
Badminton	BWF	Shuttlecocks			
		Net posts			
		Nets			
Basketball	FIBA	Ball			
		Court			
		Backboards			
Boxing	AIBA	Ring and cover			
		Gloves and headgear			
Canoe/Kayak	ICF	Racing Boats			
Cycling	UCI	Spare wheels			
		Spare bikes			
		Spare parts			
Fencing	FIE	Pistes			
Football	FIFA	Ball			

Supplier List for National Olympic Committees, Continued

Supplier List for National Olympic Committees (continued)

Sport	IF	Equipment	Possible Suppliers*	Final Supplier	MODEL # (if applicable)
Gymnastics	FIG	Trampoline			
		Artistic and Rhythmic equipment			
Handball	IHF	Playing surface			
		Ball			
Hockey	FIH	Playing surface			
		Ball			
		Goals and nets			
Judo	IJF	Mats			
		Judogi			
Shooting	ISSF	Clay targets			
Table Tennis	ITTF	Court mats			
		Tables and nets			
		Balls			
Taekwondo	WTF	Mats			
		Protective equipment			
		Uniforms			
Tennis	ITF	Ball			
		Court			
Triathlon	ITU	Bike Rack			
Volleyball	FIVB	Court			
		Ball			
		Nets, antennae, posts, post pads			
		Referees' chair			

Continued on next page

Supplier List for National Olympic Committees, Continued

Supplier List for National Olympic Committees (continued)

Sport	IF	Equipment	Possible Suppliers*	Final Supplier	Model # (if applicable)
Beach volleyball	FIVB	Ball			
		Nets, antennae, posts, post pads			
		Referees' chair			
Weightlifting	IWF	Barbells and weights			
Wrestling	FILA	Mats			

List of Sport Equipment with OCOG Marks/Look

List of Sport Equipment with OCOG Marks/Look

The following table lists, as a minimum, which sport equipment items must have OCOG Marks/Look applied. That is, in addition to the list below, the OCOG can propose other sport equipment items on which it seeks to apply OCOG Marks/Look.

For each item of equipment in the table there are suggestions for which graphic element to use and where it is placed on the equipment. These suggestions are based on the Sydney 2000 Olympic Games experience.

Sport	Equipment Item	OCOG Marks/Look
Aquatics – Swimming	Backstroke Turn Flags	What: rings and pictogram Where: alternating flags
	Starter's podium	What: logo Where: on front panel of stand
	Touchpads	What: rings Where: above water line Note: this is governed by the Timing contract for the Games.
	Athletes' clothing basket	What: logo Where: on each side of basket, both inside and outside
	Starting blocks	What: wordmark Where: on either side and at bottom poolside
Aquatics – Water Polo	Balls	What: logo Where: opposite MM
	Goals and nets	What: wordmark Where: crossbar and/or posts
	Flotation pads at end of pool	What: colour scheme Where: integrated into pads

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look(continued)

Sport	Equipment Item	OCOG Marks/Look
Athletics	Competitor number – bib	What: subgraphic, logo, wordmark, rings Where: on front and back of athlete
	Finish line tape, marathon	What: subgraphic, wordmark Where: subgraphic throughout, wordmark once
	Competitor number – bib	What: wordmark, logo, rings Where: top of bib
	Batons – relay	What: 8 different colours + decal Where: centred
	Long/triple jump landing pit cover	What: logo Where: on cover of pit
	High jump landing pit cover	What: design Where: centre
	High jump landing mats	What: logo, rings, wordmark Where: on top and sides of mat
	Hurdle battens	What: colour subgraphic, rings and wordmark Where: subgraphic at each end, wordmark in centre with rings either side
	Distance Indicator Marker	What: colour/logo Where: all sides
	Indicators – Olympic Records	What: marked "O" or "OR" graphic/logo/colour Where: all sides

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Athletics (continued)	Indicators – World Record	What: marked "W" or "WR" colour/logo Where: all sides
	Lane marker Boxes	What: decal Where: all sides
	Pole vault landing pit cover	What: logo Where: on cover
	Clothing Baskets	What: colour Where: all sides
Badminton	Courts	What: rings and wordmark Where: at each end of competition courts, just beyond playing area
	Umpire Chairs	What: logo Where: back and each side of each stand
	Athlete clothes basket	What: colour Where: all sides
	Nets	What: 3D graphic Where: net tape out of bounds

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Basketball	Competition court	What: colour of restricted zone to match colour of 2 metre surrounds of the court Where: on and around the court; approx. 50% of court will be covered with a graphic element What: logo Where: in centre of court, beyond centre circle What: rings and wordmark Where: at each end of court beyond backline, wordmark in centre with rings each side What: Games of the XX Millennium, English and French Where: along each side of the court, beyond sideline
	Backboard, padding and supports	What: logo Where: on front of padding
	Ball	What: OCOG wordmark on central part of ball with rings above and underneath Where: opposite MM
	Ball carriers	What: logo Where: 4 sides

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Beach Volleyball	Ball	What: wordmark Where: on 2 sides What: rings Where: one side
	Ball bag	What: rings and wordmark, or OCOG logo Where: on front side of bag
	Ball cart	What: logo Where: 4 sides
	Flag	What: logo Where: 2 sides
	Leader boards	What: logo, secondary graphic Where: logo at top, secondary graphic as background
	Nets	What: 3D graphic Where: net tape out of bounds What: wordmark Where: on white band at top only
	Referee stands with padding	What: colour Where: 3 sides
	Upright padding on net pole	What: logo Where: just below bottom of net
	Tarpaulin	What: logo Where: centre

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Boxing	Boxing towers	What: decal of logo Where: uprights
	Floor cover	What: logo Where: centre
	Ring	What: Logo Where: on posts in 4 corners on the side facing the inside of ring What: Logo, wordmark and rings Where: on 2 white pads What: logo Where: on ring surface
	Headgear	What: wordmark Where: front centre
	Gloves	What: logo Where: on top of each glove
Canoe / Kayak Slalom	Access bibs	What: graphic, background anything but white Where: front and back
	Competitor bibs	What: logo, wordmark, rings and number Where: front and back
	Banners start and finish	What: pictograms Where: double sided, each end of the word START or FINISH

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Boxing (continued)	Boat decals	What: waterproof incl. 3 letter country code Where: to be applied to boats
	Gate markers	What: wordmark and rings Where: on each gate marker
Cycling – Mountain bike	Athlete number	What: subgraphic, logo, wordmark, rings Where: on number attached to front of bike
	Start/finish gantry	What: wordmark and rings and subgraphic Where: sides and top of horizontal structure with wordmark in centre and rings either side, sides of vertical structure
Cycling – road	Start gantry	What: rings and wordmark Where: wordmark in centre of horizontal structure with rings on either side, on top and on front and back What: subgraphic Where: on vertical part of structure
Cycling – track	Inside 'lane'	What: wordmark Where: repeated on the inside lane
	Starter's podium	What: logo Where: either side of podium
Equestrian	Competition numbers	What: logo, wordmark, rings and number Where: front and back
	Jumps	What: Look must be incorporated in design process Where: per IF regulations and design choices

Continued on next page

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Equestrian (continued)	Cross country Field of Play	What: logo and wordmark Where: on jumps
	Finish structure, cross country	What: rings, wordmark and subgraphic Where: wordmark in centre of horizontal structure with rings either side – on sides and top; subgraphic on vertical structure
	Bibs, cross country	What: wordmark, rings, number, subgraphic Where: front and back
Fencing	Pistes	What: rings and wordmark Where: on surface surrounding pistes in tone-on-tone application, and on backdrop
Football	Ball bags	What: graphic, colour Where: both sides and both ends
	Corner flags	What: logo Where: both sides
	Ball	What: design Where: opposite MM
Gymnastics	Beam and mats	What: logo and wordmark repeated several times Where: on side – middle
	Beat boards	What: colour, logo Where: in top corners, at free end
	Chalk stands	What: colour rings Where: on top of container

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Gymnastics (continued)	Double mini tramp	What: logo and rings Where: on bed
	Floor exercise areas	What: colour and graphic + rings Where: in 4 corners of floor area
	Horizontal bars and mats	What: rings Where: on sides of mat, either side of bar
	Parallel bars and mats	What: graphic Where: sides of mat, either side of bar
	Pommel horse and mats	What: graphic of rings and wordmark Where: on side of horse and end What: graphic of wordmark Where: on side of horse in centre – between the handles
	Rings	What: wordmark Where: on rings rope
	Trampolines with safety platforms	What: graphic Where: on safety platforms
	Vaults and mats	What: graphic of rings and wordmark Where: on side of vault and end
	Uneven bars and mats	What: graphic Where: sides of mat, either side of bar
Handball	Court	What: running man Where: in centre of court

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Hockey	Corner flags	What: design Where: 2 sides
	Stick racks	What: design Where: behind team benches
Judo	Athlete numbers	What: rings and wordmark Where: per IF regulations
	Mats	What: rings Where: between the two contest mats What: wordmark Where: on each side of the two contest mats
	Athlete bibs	What: rings and wordmark Where: bib worn on athlete's back
Modern Pentathlon	Start and finish gantries	What: wordmark, rings and sub graphics Where: wordmark in centre with rings on either side, on sides and top of horizontal structure. Subgraphics on vertical structures
	Athlete bibs	What: wordmark, rings, subgraphic Where: back and front of athletes
Rowing	Bow numbers	What: logo and/or name Where: on top or bottom of number
	Buoys – finish line	What: logo Where: at top, on 4 "sides"
	Shells – seats	What: wordmark and rings Where: on sides of seat

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Sailing	Buoys	What: waterproof decals Where: on buoy covers
	Flag I.D.	What: logo Where: both sides of flag
	Hulls of boats	What: rings and wordmark Where: hulls of boats
Shooting	Shooting mats	What: vinyl logo, colour Where:
	Athletes' bibs	What: wordmark, rings, subgraphic Where: back of athletes
Taekwondo	Athlete bibs	What: logo, iron-on Where: arm and leg
	Elastic mat surrounds	What: wordmark and rings Where: rings on 2 sides of mat, wordmark on other 2 sides
	Headgear	What: rings Where: each side
	Trunk protector	What: OCOG mark and rings Where: centre of target areas
Table Tennis	Competitor bibs	What: wordmark, rings, subgraphic Where: athlete's back
	Competition number	What: wordmark, rings, subgraphic Where: back of athletes

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Table Tennis (continued)	Court mats	What: colour only Where:
	Court surrounds	What: Subgraphic, wordmark and rings Where: Subgraphic throughout, rings and wordmark alternating
	Tables	What: colour – blue Where: on sides of the tables
	Judges' tables	What: rings and OCOG logo Where: rings in centre, logo on each side of 'skirting'' at front of scorer's table. Plus rings on table skirt at either end of table
	Nets	What: rings Where: on each end of net
Tennis	Athlete chairs	What: logo Where: on back of chairs
	Umpire's chair	What: rings and logo Where: on top and sides of base of stand
	Nets	What: rings, 3D Where: on net in out-of-bounds area
	Ball bags	What: logo Where:
	Ball box	What: logo Where: on top and 4 sides
	Balls	What: wordmark Where: on ball

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Triathlon	Sign athlete ID for bike	What: design Where: both sides
	Sign athlete ID for clothing box	What: design Where: both sides
	Athlete numbers	What: 'tattooed' on, can have rings under number Where: on upper arm
	Start platform	What: wordmark and rings Where: along front edge of platform
	Buoys	What: logo Where: on buoy covers
	Transition area carpet	What: wordmark and rings Where: centred on carpet
	Bike stand signage	What: logo and rings Where: on numbered stand for each athlete
	Finish gantry	What: wordmark, rings and subgraphic Where: on sides and top of horizontal structure, and sub graphics on vertical
	Finish line	What: rings Where: on carpet just prior to finish line

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Volleyball	Ball	What: OCOG wordmark Where: on sides, opposite MM What: rings Where: one side
	Ball bag	What: logo Where: 2 sides
	Ball cart	What: logo Where: 4 sides
	Flag	What: logo Where: 2 sides
	Nets	What: 3D graphic Where: net tape out of bounds What: wordmark Where: on white band at top only
	Referee stand	What: logo Where: on either side of vertical structure
	Post padding, upright	What: logo Where: just below height of bottom of net
Weightlifting	Chalk boxes	What: logo colour Where: on sides
	Platforms	What: logo Where: side and top

List of Sport Equipment with OCOG Marks/Look, Continued

List of Sport Equipment with OCOG Marks/Look (continued)

Sport	Equipment Item	OCOG Marks/Look
Weightlifting	Resin trays	What: logo Where: 4 sides
	Weights	What: wordmark Where: once on central ring of each weight on inside
Wrestling	Mats, octagonal	What: wordmark and rings Where: rings on one side of mats, wordmark on the other
All sport	Boxes and receptacles on the FOP	What: may or may not receive Look Where: sides and top (as applicable)