PLANNING, COORDINATION & MANAGEMENT

Technical Manual on Planning, Coordination & Management of the Olympic Games

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International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Planning, Coordination & Management of the Olympic Games**

Date/Version November 2005

Note This manual is part of the IOC Host City Contract. It will often refer to other IOC documents and manuals in an effort to synthesize information under specific functions.

In order to provide Games Organisers with a complete picture of a Games function, both Olympic and Paralympic information is integrated within 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.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the sole purpose of preparing, 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 preparation, organisation and staging of an edition of the Olympic Games.

II. Changes from Previous Version

Introduction This section lists the changes found in this version in relation to the previous.

Context Please note that this is a new document created as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs. This Manual provides detailed information not previously provided to a Candidate City or an OCOG. It attempts to document the working processes between the IOC and the Games Organisers, highlighting the obligations and recommendations for the OCOG.

III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Official Core Terminology for the Olympic and Paralympic Games
- Technical Manual on Media
- Technical Manual on Sport
- Accreditation and Entries at the Olympic Games – Users' Guide
- Joint Marketing Programme Agreement
- Marketing Plan Agreement
- IOC 2000 Reforms, Supplement of the Olympic Review XXVI December 1999 – January 2000
- IOC – IPC Agreement
- IPC Handbook
- Technical Manual on Paralympic Games
- IOC – IPC Marketing Protocol

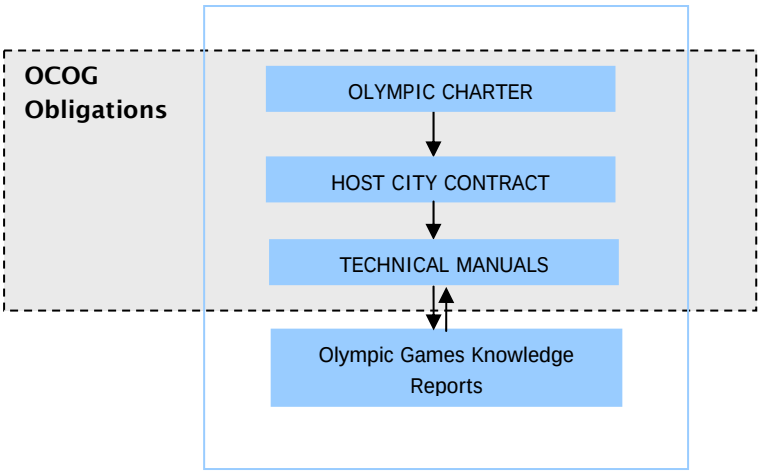
IV. Information Road Map

Introduction

The aim of this section is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain that needs to be clearly understood by all Games organisers including OCOGs, government entities, and partners, as well as by bidding cities. This will enable them to understand their obligations and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation

The diagram below illustrates the "information road map" and the position of the Technical Manuals within the context of other related documents. Each of the documents is described in more detail on the following pages.



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IV. Information Road Map, Continued

Olympic Charter (OC)

The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the:

- Fundamental Principles
- Rules
- Bye-laws

as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.

Host City Contract (HCC)

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 the Olympic Games. The Host City Contract represents the written agreement entered into between the:

- IOC, on the one hand
- Host city and NOC of the host country, on the other hand

In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

Continued on next page

IV. Information Road Map, Continued

Technical Manuals

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the following information regarding a given subject/theme of Olympic Games organisation:

- Detailed technical obligations
- Planning information
- Procedures and processes
- Proven practices

Thus, they provide the technical requirements and information for the implementation of the key functions by the OCOGs and their partners. The IOC may amend the Technical Manuals and update them as necessary to include the most recent and relevant information for the Games organisers. Therefore, the only applicable version of any Technical Manual is the most current version. The English version of the manuals shall prevail.

Olympic Games Knowledge Reports (Formerly called "TOK Guides")

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous Games organisers, referring to a given local host city context and environment.

The reports contain:

- Technical and organisational information from the OCOG's point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data, as well as information on resources, planning, strategy and operations.

They do not contain:

- Legal obligations
- IOC recommendations

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports that is specific to each edition of the Olympic Games.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements. These reports can be found on the Olympic Games Knowledge Extranet.*

V. Olympic Games Study

Introduction

This section provides an introduction to the work undertaken by the IOC that directly impacts Games preparation, operations, and long-term sustainability. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness and continuing improvement introduced by the IOC. Detailed technical recommendations from Olympic Games Study have been incorporated directly in the manual-specific content.

Games Study Commission

The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision to undertake this work recognises the IOC's desire to maintain the position of the Games as the most important sporting event in the world while, at the same time, balancing the need to keep the impacts associated with Games organisation under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC ensured that proposed measures 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 Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

The IOC Olympic Games Department owns the task of managing the detailed implementation of all recommendations. The objective is to integrate the recommendations and principles of the study into the general IOC guidelines and Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt its general philosophy and guiding principles.

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V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

The Olympic Games Study report lists 117 detailed practical recommendations, which have been structured according to five major themes. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. Detailed information can be found in the complete report; however, the following represents a general explanation of the five major themes:

1. Games Format

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to a single Host City
- The duration of competitions shall not exceed 16 days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues & Facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

3. Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

4. Number of Accredited Persons

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those that have more flexible rules and those that do not have any maximum numbers.

5. Service Levels

Stop the ever increasing "benchmark inflation" that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups' real needs. Acceptable risk levels must also be addressed with some key stakeholders.

Continued on next page

V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

Following every edition of the Games, a formal debriefing is conducted with the participation of the following:

- IOC
- OCOG having just organised the Games
- OCOG to organise the subsequent edition of the Games in four years time

The debriefing takes place within months immediately following the Games, and in the city of the next OCOG. At this time, a high-level analysis is conducted on the strategy, planning and operations of that specific edition of the Games, with the intention of passing on key conclusions and recommendations for the next organisers to improve the delivery of the Games.

Post-Games Analysis

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. Following the necessary approval, these key conclusions are adopted and integrated into the IOC guidelines, forming the framework for future Games organisers.

Olympic Games Global Impact (OGGI)

In recognising the importance of sustainable development and social responsibility, the IOC launched the OGGI project with the objective to:

- Measure the global impact of the Olympic Games
- Create a comparable benchmark across all future Games editions
- Help bidding cities and future organisers identify potential legacies to maximise the Games' benefits

OGGI takes into account the specificities of each Games and related host city context, and covers economic, social and environmental dimensions. The main OGGI report forms part of the Official Report to be produced by the OCOG after each Games, and therefore is an official requirement to be fulfilled by each Host City.

The OGGI project allows for the IOC to measure the long-term implications of Games organisation, in order to analyse the global impact of the Games on a given host city. Based on the findings, the IOC integrates the appropriate changes to maintain the long-term viability and success for the Games in keeping with the ideals of the Olympic Movement.

Continued on next page

V. Olympic Games Study, Continued

Key Messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure could even be counterproductive.
- Games Study should involve the commitment and participation of all Olympic stakeholders, as the improvements will ultimately be to their benefit as well. The notions of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regard to the size and complexity of the Olympic Games are widespread, understood, and properly assimilated within the Olympic Movement and beyond.
- No single recommendation can provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the Games organisers through, for example, enhanced Games management processes, and a strong transfer of knowledge programme to provide assistance and advice as needed.

VI. Introduction

Objectives

The objectives of the Technical Manual on Planning, Coordination and Management of the Olympic Games are to:

- Outline all obligations Games Organisers must deliver in relation to IOC Games Management
- Improve the Games Organisers' understanding on the IOC Games management approach
- Provide recommendations on the OCOG Planning and Coordination Function

Limits

This manual includes only the Organisers obligations related with the IOC Games Management Approach.

It does not include obligations on how to manage the Planning and Coordination Function of an OCOG. It provides examples from previous Olympic Games and recommended practices to achieve the desired outcomes.

Target Audience

The target audience for this manual is:

- OCOG Planning & Coordination Function
- OCOG senior executives
- All OCOG staff (for general knowledge)
- IOC administration

Context

The Technical Manual on Planning, Coordination and Management of the Olympic Games is intended to:

- Assist OCOG's in the task of understanding the IOC Games Management approach
- Maximise the efficiency of the working relationship between the Organisers and the IOC
- Ensure the best usage by Organisers of the tools and assistance programmes provided by the IOC

Furthermore, it provides information on the recommended practices to be followed to establish an effective Planning & Coordination Function required for the successful delivery of the Games. This manual provides a framework from which the OCOG can combine the knowledge and experiences chronicled within the IOC's Games Knowledge Management documents, with the specifics of their own policies, strategies and local context to deliver the Games.

The second part of this manual should serve as a point of reference for the OCOG in the development of its planning and its working relationship with the IOC, and should not be considered the sole approach to this enormous task.

VII. Executive Summary

Introduction

This manual deals with the Planning, Coordination and Management of the Olympic Games, addressing the following:

- IOC interface between the IOC and the Organisers (management interfaces, tools and assistance programmes)
- Planning & Coordination Function within an OCOG

This manual also addresses Paralympic-specific matters on the same subjects.

Part I - Games Management Approach
✕

It is of the highest importance to the IOC – within the spirit of the Olympic Charter - that the management and delivery of an Olympic Games fully protects the standing and value of the Olympic Movement.

The IOC has a clear mission and set of objectives in regard to Games management, which provide the framework for its role and involvement in planning and operations.

The responsibility of hosting and organising the Games is entrusted by the IOC to the NOC of the host country as well as the elected host city itself (as stated in the Olympic Charter). After the host city has been selected, the NOC establishes the OCOG, which shall report directly to the IOC Executive Board from its inception.

Role of IOC

In addition to, and within, the IOC's overall role as the supreme authority of the Olympic Movement, the IOC is involved in the Games preparation process in at least three different capacities as the Olympic Games **Event Owner,** as **Lead Partner**, and as **Service Provider and Operator**. Within the framework of these roles and responsibilities, the IOC seeks to achieve the right balance between providing Organisers with the necessary autonomy for Games organisation, and being involved directly and constructively in oversight, assistance and high-level resolution of issues where necessary.

To achieve its objectives for Games Management, the IOC adopts a Games management approach described in this manual with management and assistance activities encompassing four key components:

- Defining the Framework for the Games
- Monitoring, during both Pre-Games and Games-time operations
- Evaluation, primarily conducted Post-Games, but critical for Organisers of future Games
- Assistance, including Games Knowledge Management programme

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VII. Executive Summary, Continued

Part I - Games Management Approach (continued)

Focus

This part of the Technical Manual focuses on the interface between the Organisers and the IOC in its capacity as "Event Owner" and as "Lead Partner".

Part II - OCOG Planning & Coordination Function

Much of the planning and interaction with the IOC, described in the first part of this manual, is led or coordinated by the Planning & Coordination Function of the OCOG. The second part of the manual describes in detail the role the Planning & Coordination Function plays within the OCOG. It is comprised of three chapters:

- Planning & Coordination Role and Evolution, which focuses on the changing nature of this role, and addresses Planning and Coordination at an Olympic and Paralympic Games.
- Indicative Structure & Resources, which focuses on providing information on the structure of the Function and needed staffing resources.
- Key Strategic Choices, which sets out the key strategic issues and tasks the Function must address. Various options are presented, with the advantages and disadvantages of each described.

VIII. Technical Presentation

Scope of Manual

The Technical Manual on Planning, Coordination & Management of the Olympic Games describes the working framework between the IOC and the Organisers of an Olympic Games, and lists the contractual obligations this relationship dictates.

It also addresses how an OCOG may successfully plan and implement its Planning & Coordination Function, and assists the Organisers to understand what is required of them with regard to this function.

Position in OCOG Structure

The position of the Planning and Coordination Function within the OCOG structure evolves over time. The Function usually begins as a centralised function closely supporting the OCOG senior executives on a wide range of issues but may evolve over time into a part-centralised, part-decentralised function concentrating more on specialist planning issues. Clearly, its position will vary according to how an individual OCOG organises itself, and the particular responsibilities allotted to each function. For this reason, this manual presents the different options past OCOGs have followed, and encourages the OCOGs to adapt a model to suit their own individual circumstances.

IX. Link to OCOG Phases

Introduction The following table overlays the evolution phases of an OCOG with descriptions of responsibilities to be completed by the Planning and Coordination Function.

	Phase	Month	Responsibilities
1	Foundation	approx. G-98 to G-66	• Function's Director appointed • Establish the Function and its work distribution structure • Attend the Orientation Seminar IOC puts in place • Prepare, update and monitor the Games Master Schedule (1st version – adaptation of IOC Master Schedule) • Establish obligations list • Prepare with the other OCOG relevant functions the Games Foundation Plan • Commence work on the OCOG Knowledge Management Programme (coordination, capture and management of Knowledge Management Programme)
2	Strategic Planning	approx. G-65 to G-42	• Attend strategic/business planning seminar • Prepare, update and monitor the Games Master Schedule (2nd version – OCOG Master Schedule) • With the Core planning team, define and drive the process to deliver the Functional Business Plans (including validation and approval by the OCOG senior management) • Participate in Observer's Programme of the previous Olympic Games • Attend operational planning seminar

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IX. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
3	Operational Planning	approx. G-41 to G-6	• Continue to lead the Functional Operational Planning; with the Core Planning team define and drive the process to deliver the: - Functional Operating Concepts - Functional Operating Plans • Attend Venue Planning Seminar • Support Venue Management on preparation of venue-integrated schedules and cooperate closely with them to ensure consistency in the application of functional policies and procedures at the venues level • Continue the planning role by updating the Games Master Schedule and supporting a (usually small) number of functions, (such as Finance), which remain outside the operational planning process • Manage the preparation of the Observers and Secondment Programmes • Manage the preparation and handover of Transfer of Knowledge material
4	Testing	approx G-24 – G-6	• With the Core Planning team define and drive the process to test the Functional operating plans • Support Venue Management on preparation of the Test Events venue-integrated schedules • Attend test events and operational readiness seminar
5	Operational Readiness	approx G-5 - G-1	• Support, coordination and/or development of the Main Operations Centre (MOC) planning and the Command and Control planning. • Preparing for the Games operational readiness exercises (simulations that test the Games organisation) • Initiate planning to prepare the organisation for the dissolution phase • With the Core Planning team refine the Functional Operating Plans

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IX. Link to OCOG Phases, Continued

Introduction (continued)

	Phase	Month	Responsibilities
6	Games Operations	Games, Transition, & Paralympics	• Manage the Observer's Programme • Further advance plan for dissolution
7	Dissolution	approx G to G+12	• Finalise the transfer of knowledge materials including Games Knowledge Reports, supplementary documentation and statistics • Coordinate and participate in the Official Games Debriefing • Contribute/coordinate the Olympic Games Official Report • Contribute/coordinate the Olympic Games Global Impact (OGGI) Study

X. Master Schedule Reference

Update to Master Schedule

NOTE

The next generation of the Master Schedule is currently under completion and will be released at a later date. Once released, it shall take precedence over the critical milestones and delivery dates as found in this manual.

XI. Obligations Checklist

Introduction

The following list represents a summary of the critical obligations related to Planning, Coordination, and Management of the Olympic Games.. This list gives only a high-level view of the relevant obligations in this area, while all of the complete and detailed responsibilities are found within the main text of this manual.

Monitoring

Project Management Principles

- **Candidature Phase:** A guarantee to ensure the continuity of OCOG executive leadership from bid to organisational structure should be submitted during the candidature phase.
- The Organisers must adopt similar Project Management principles, methods and tools (including reporting processes) as the IOC.

Reporting Principle

The OCOG shall promptly provide oral and written reports in English and French on the progress of the preparation of the Games. Decisions taken by the IOC following such reports shall be acted upon immediately by the OCOG.

Specific Reporting on Structures

OCOG Relationship (structures and interfaces) with City/State Authorities to be submitted to the IOC at G-6 years, and G-1 years, and whenever requested or changed.

Meetings

The OCOG meets with the IOC on regular occasions. In order to prepare some of the meetings the OCOG must follow the IOC guidelines. Specifically:

- **IOC Executive Board (IOC EB) meeting**: the OCOG must submit to the Olympic Games Executive Director in advance for the meeting the items proposed for approval. The OCOG's report to the IOC EB should follow the IOC guidelines.
- **IOC Coordination Commission meeting:** The IOC Coordination Commission shall meet with the Organisers on a regular basis. During these meetings the Organisers shall report and present the status of progress.
  - Government representatives of the host country and host city attend and contribute to the work and preparation these Commission meetings.
  - All changes of scope proposed by the Organisers are approved by the IOC Coordination Commission. In the case of any matter that the Coordination Commission is unable to resolve, or in respect of which any party refuses to act in accordance with its decision, it forthwith reports such matter and the full circumstances thereof to the IOC EB, which shall make the final decision.

Continued on next page

XI. Obligations Checklist, Continued

Monitoring (continued)

Games Master Schedule

- The OCOG must establish a Games Master Schedule (which includes the IOC Master Schedule) according to the technical requirements set up by the IOC and stated in this manual.
- The first version of the IOC Master Schedule must be submitted to the IOC for approval at the same time with the Games Foundation Plan.
- The IOC undertakes with the OCOG regular reviews of IOC Master Schedule. The OCOG must regularly submit for approval to the IOC, the IOC Master Schedule. Any changes on the IOC Master Schedule must be approved by the IOC and the OCOG top executives (CEO, COO).

Games Planning Process

The OCOG must submit to the IOC a Games Foundation Plan for its prior written approval as soon as possible, but certainly not later than a year after the OCOG's foundation (G - 5.5 years for the Summer Games, G - 5 years for the Olympic Winter Games). This plan shall include:

- A General Organisation Plan,
- The first version of the IOC Master Schedule
- And the GPP

All subsequent changes to such Games Foundation Plan (General Organisation Plan, IOC Master Schedule, GPP) shall be submitted to the IOC for approval.

The IOC undertakes with the OCOG regular review of the General Organisation Plan, and the GPP.

Games Knowledge Management Programme (OGKM)

The OCOG is responsible to establish a central contact point for the Olympic Games Knowledge Management programme, participate and/or deliver elements of the Olympic Games Knowledge Management Programme as described in this manual.

The relevant public authorities must also participate and provide elements of knowledge and expertise regarding their activities linked to Games organisation for the Olympic Games Knowledge Management Programme.

XII. Specific Glossary

Presentation

This section defines the different specific terms used throughout this manual. Please note that this manual may also use the Olympic core terminology created by the IOC and which is usually delivered in combination with the complete set of all Technical Manuals. This core terminology comprises approximately 400 general terms, which are among the most used terms for the Olympic Games organisation. The following table gives a list and definitions of terms and acronyms used in this manual specific to the subject.

Term	Definition
AIOWF	Association of the International Olympic Winter Sports Federations (Official Core Terminology on Olympic and Paralympic Games)
Olympic Games Period	The period of time beginning with the opening of the Olympic Village and training venues and ending with the closing of the Olympic Village.
ANOC	Association of National Olympic Committees (Official Core Terminology on Olympic and Paralympic Games)
ASOIF	Association of Summer Olympic International Federations (Official Core Terminology on Olympic and Paralympic Games)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoCom	Coordination Commission
CoCom Status report	This is the report prepared by the IOC and OCOG to summarise the status of the project at the time of the Coordination Commission.
COO	Chief Operating Officer
Coordination Commission executives	This term refers to the IOC Coordination Commission Chairman and the Olympic Games Executive Director.
Core Planning Team	A core planning team is a team that consists of representatives of a number of OCOG functions and is set up to run a process so that delivers the needed for the Games planning outputs.
Crisis operations	These are the operations where an organisation/entity has to deal with occurrences outside of the normal operations.
CTO	Chief Technical Officer
Daily Coordination meeting	The management forum overseeing Games-time operations is the Daily Coordination Meeting, at which the IOC EB and the Coordination Commission executives meet with the Organisers.
Dashboard	The dashboard is a report produced by the OCOGs and/or IOC that describes the status of the Games project.

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Dashboard system	The dashboard is a support reporting software used by a few OCOGs (ATHOC, TOROC) to facilitate and enhance progress reporting on planning.
Dissolution Phase	One of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)
Foundation Phase	One of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)
Functional Business Plan	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
Functional Operating Concept	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
Functional Operating Plan	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
Functional planning	This is the planning undertaken by functions that exist within the OCOG. It clearly defines important facts about each function and aims to define the functions' operations during the Games.
Functional Schedule	The Functional Schedules are detailed schedules which contain tasks and milestones. These schedules support the delivery process of the key events and milestones identified in the Games Master Schedule.
Games Debriefing	This is a forum to exchange Games experience and discuss major conclusions with future Organisers. It takes place 2-3 months after the Games.
Games Foundation Plan	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
Games Knowledge Extranet	The Games Knowledge Extranet is a fully web-enabled online database, serving as the home for all information gathered through the Knowledge Management programme.
Games Knowledge Reports	These are reports completed by each OCOG, which allow for the collection of key data, strategic decisions, and analysis for all elements of Games organisation.

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Games Master Schedule	The Games Master Schedule is a schedule that presents a common management plan for the Games Organisers. They use it as an executive road map for the delivery of the Games.
Games Operations	A period of time beginning with the opening of the Olympic Village and training venues and finishing with the closing of the Paralympic Village. This phase includes the Olympic Games Period, the transition period and the Paralympic Games period (Official Core Terminology on Olympic and Paralympic Games).
Games Tracker	The Games Tracker is the tool that consolidates all information used by the IOC Games Management team during the preparation phase to follow the Games project on a daily basis.
GCO	IOC Games Coordination office during the Games time operations.
GMS	Games Management Systems
GPP	The Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
IF	International Federation (Official Core Terminology on Olympic and Paralympic Games)
IOC EB	IOC Executive Board
IOC Games Management team	The IOC Games Management team is the term that defines the part of the IOC administration working on the Olympic Games.
IOC Master Schedule	The IOC Master Schedule is an executive road map the IOC outlines the key Games deliverables. It is used as a tool by the IOC Games management team and the OCOG to monitor the Games preparation.
Risks and Opportunities Management (ROM)	This is the management methodology used to identify risks and opportunities in a Games at key moments in the Games life cycle.
IOC/OCOG Conference Call	These are regular calls set up by the IOC between the IOC Games Management team and the OCOG to have frequent updates and exchange of information about the progress of the project.
IOSD	International Organisations of Sport for the Disabled

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
IPSF	International Paralympic Sports Federations (IPSFs) (Official Core Terminology on Olympic and Paralympic Games).
Issue Management	This is the activity that enables the OCOG to identify and resolve any potential issues.
Issue Tracker	The Issues Tracker is a tool specifically built for the Games time that allows the GCO to consolidate any pending issues with an impact on the service levels for the Olympic Movement entities, the IOC's image and any pending follow up actions. The issues registered are categorised as issues, incidents or crises and allowing the IOC to make decisions.
MEPPPW	Hellenic Ministry of Environment Physical Planning and Public Works
MOC	Main Operation Centre is a non-competition venue that during the Games time is the centre of Organisers' operations during the Games time operations.
Model Competition Venue Operating Plan	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
NGO	Non-Governmental Organisation
NOC	National Olympic Committee (Official Core Terminology on Olympic and Paralympic Games).
Normal operations	These are operations that run as planned, defined and scheduled.
NPC	National Paralympic Committee (Official Core Terminology on Olympic and Paralympic Games)
Obligations	These are all deliverables prescribed in the IOC official guidelines (Olympic Charter, Host City Contract, Technical Manuals etc.) that the Organisers must deliver.
OBS	Olympic Broadcasting Services
Observer's Programme	This is a programme that allows future Organisers the direct and detailed observation of the Games, in order to gain first hand experience and insight into the scale and related challenges of Games operations. The programme also encompasses the Paralympic Games period.

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
OCOG	Organising Committee for the Olympic Games (Official Core Terminology on Olympic and Paralympic Games).
OCOG Master Schedule	The OCOG Master Schedule is the schedules developed by the OCOG that expand the IOC Master Schedule to include more detail on the OCOGs deliverables.
OCOG Schedules	The OCOG schedules are the detailed project schedules created and managed by the OCOG.
OGED	Olympic Games Executive Director
Olympic Games Global Impact study (OGGI)	The OGGI is an obligatory deliverable for the host city, that measures the global impact of the Olympic Games.
Olympic Games Knowledge Management Programme	This is the programme the IOC has in place to assist the Organisers and ensure the transfer of knowledge by Games to Games.
Olympic Games Official Report	Following the conclusion of each Games edition, the OCOG produces a complete report on the celebration and staging of the Games. The Olympic Games Official Report summarises the undertaking of the Games, captures its history, and serves as a legacy to the Olympic Movement as well as the general public (Official Core Terminology on Olympic and Paralympic Games).
Olympic Movement entities	All Olympic Movement constituent groups i.e. the IFs, NOCs, Media, athletes, etc.
Operational Planning	One of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)
Operational Readiness Phase	On of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Organisers	The organisers are the main entities responsible for hosting a Game. This can be the Authorities of the host city and host country, the OCOG, and the local NOC. The IOC is part of the Organisers.
ORIS	Olympic Result & Information Services
Paralympic Games Period	The period of time beginning with the opening of the Paralympic Village and training venues and ending with the closing of the Paralympic Village.
Planning & Coordination function	Planning & Coordination function is the function responsible for the functional aspects of planning, development and delivery of a Game.
Project reviews	These are meeting held between the IOC and the Organisers that include high-level and comprehensive status of progress reports organised once a year until two years before the Games, and thereafter twice a year.
Recommendations	These are deliverables the Organisers need to consider for implementation.
Representation meetings	These are the meetings that occur amongst the Coordination Commission executives, accompanied if necessary by the IOC President, with the Head of Government and relevant ministers of the host country, to help the Organisers achieve positive political decisions at high level if required and/or more generally to discuss the project.
Risk Assessment	This is the activity that enables the OCOG to identify any potential risks.
RTV Commission	Radio & Television Commission
Secondment Programme	The Secondment Programme involves the placement of personnel from future Games Organisers into the staff and organisation of the OCOG to host the next immediate edition of the Games.
Strategic/Business Planning Phase	One of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
Technical meetings	These are ad-hoc meetings between the IOC Games Management team and the OCOG functions that are arranged at the request of one party to advise on a specific issue and/or to review the project in detail. They have no predetermined structure.
Testing phase	One of the Games Planning Phases (Official Core Terminology on Olympic and Paralympic Games)
TOP	Top Olympic Partners (Official Core Terminology on Olympic and Paralympic Games)
Transition Period	The period of time beginning with the closing of the Olympic Village and ending with the opening of the Paralympic Village and training venues. During the period, the Organisers should make the necessary changes required to deliver the Paralympic Games (Official Core Terminology on Olympic and Paralympic Games).
Venue Integrated Schedule	These schedules outline the daily activities of the Venue Teams Pre-Games and at Games time. They outline the key activities to be delivered for setting up a venue, as well as the detailed minute by minute activities the venue teams undertake during each operational day at Games time.
Venue Operating Plan	An output of the Games Planning Process (Official Core Terminology on Olympic and Paralympic Games).
Venue planning	This is the planning that will define the operations within all specific Games time venues.
Visual Transfer of Knowledge (VTOK)	VTOK is the video support mechanism to the IOC's broader Games Knowledge Programme. It consists of video footage focusing primarily on OCOG operations and behind-the-scenes organisation during the Olympic Games Period, as well as the Paralympics and specific Test Events.
WADA	World Anti-Doping Agency
Workshops & Seminars	These are a series of meeting held with Games Organisers in order to educate them on specific Games topics and assist them on any issues that may arise.

Continued on next page

XII. Specific Glossary, Continued

Icons

The following table provides definitions of the icons and colours used in this manual.

Icon and Colour	Type of Information
△	Obligation
⬚	Third party reference
▶ IPC	IPC Reference
✕	Cross-Reference

Disclaimer

Please note that these symbols as well as the grey background indicating OCOG obligations are used for illustration purposes to guide the reader through this manual, without however limiting the general validity and contractual character of this document.

PART I - Games Management Approach

Foreword

Introduction

The IOC is the leader of the Olympic Movement. The Olympic Games is the IOC's flagship and principal product. The Games provides the means for the IOC to perform its other key activities, such as Olympic Solidarity, and to advance the fundamental principles of Olympism, as outlined in the Olympic Charter. The Games is the highest expression of those principles, and all activities of the IOC are aimed at serving and promoting them.

As stated in the Olympic Charter, the responsibility of hosting and organising the Games is entrusted by the IOC to the NOC of the country of the host city, as well as the host city itself. After the host city has been selected, the NOC establishes the OCOG, which shall report directly to the IOC EB from its inception.

It is of the highest importance to the IOC that the management and delivery of an Olympic Games fully protects the standing and value of the Olympics, thereby maximising the resources and capacity of the IOC to carry out its overall role and mission.

Since his appointment, IOC President Jacques Rogge has placed great emphasis on the need to develop a clear Games management approach that covers an 11-year period - from the time the bid process starts until all Games structures are dissolved. This approach is based on partnerships between Olympic Movement entities, and assistance and leadership from the IOC.

As all parties involved in the organising of an Olympic Games share a vision and the same fundamental objectives, the management and delivery of a Games is a set of partnerships. For maximum efficiency, these partnerships should be established on a firm basis which provides early and clear delineation of the obligations, rights, roles, and responsibilities of all parties. This is the cornerstone of Games management.

In line with these principles, the collaboration between the IOC and IPC is established and strengthened. This is reflected in a more integrated Games management process and synergies between the IOC, the IPC and the Organisers. This manual also addresses Paralympic-related elements, as these are often closely linked or are similar to the Olympic processes.

Continued on next page

Foreword, Continued

Introduction (continued)

This part of the Technical Manual details the structures and processes of Games management and organisation, and how Olympic Organisers work in partnership with the IOC and other key Olympic constituent groups to achieve this management objective.

The guiding principles of the process outlined in this Manual are:

- Minimisation of risk, and
- Maximisation of opportunity.

A clear and effective partnership structure, with efficient management and day-to-day operations, should not only minimise risks, but also maximise the size and scope of opportunities to fulfil the objectives of the Organisers and the IOC.

Main Definitions

Olympic Movement

The Olympic Movement groups together all those who agree to be guided by the Olympic Charter and who recognise the authority of the International Olympic Committee (IOC), namely the following:

- International Federations (IF)
- National Olympic Committees (NOCs)
- Organising Committees of the Olympic Games (OCOGs)
- Athletes, coaches and technical officials
- Associations and clubs
- All organisations and institutions recognised by the IOC

The IOC is the supreme authority of the Olympic Movement.

International Olympic Committee (IOC)

The IOC is an international non-governmental not-for-profit organisation and the creator of the Olympic Movement. The IOC exists to serve as an umbrella organisation of the Olympic Movement. It owns all rights to the Olympic symbols, flag, motto, anthem and Olympic Games. Its primary responsibility is to supervise the organisation of the Olympic Games.

Continued on next page

Foreword, Continued

Main Definitions ✕ (continued)

Games Organisers

The Games Organisers are the entities responsible for hosting and organising an Olympic Games edition. They consist of the following entities:

- Organising Committee for the Olympic Games (OCOG)
- National Olympic Committee of the host city (NOC)
- Public Authorities of the Host City and Host Country
- International Olympic Committee (IOC)

As defined in the Olympic Charter Rule 36 (September 2004), the responsibility of hosting and organising an Olympic Games is entrusted by the IOC to the NOC of the country of the host city, and the host city itself. The NOC will subsequently form the OCOG, which shall report directly to the IOC. Therefore, the main entity responsible for the organisation of the Games and the working contact for the IOC is the OCOG. Other Organisers may be involved in reporting to the IOC when and if needed.

The IOC takes responsibility for several tasks which are considered critical and strategic to Games management, including:

- ORIS (Olympic Results Information System) project
- Broadcasting operations
- Funding
- Provision of solutions
- Assistance (Olympic Games Knowledge Management Programme)

Within the framework, the IOC defines the roles and responsibilities for all entities, and has a critical role of coordination seeking balance between all Games Organisers and stakeholders.

IOC and Organisers Interface

The formal interfaces between the IOC and Games Organisers consist of the IOC Session, IOC Executive Board, IOC Evaluation Commission (during the bid process), and the IOC Coordination Commission. At the operational level, the Olympic Games Executive Director (OGED) has overall responsibility for oversight of all aspects of the Games, with the support of the IOC Games management team.

IOC Games Management Team

For the purpose of this manual, **the IOC Games Management team is the term that defines the part of the IOC administration working on the Olympic Games.**

Continued on next page

Foreword, Continued

Paralympic Games
✕ ▸ IPC

Introduction

As stated in the Host City Contract, the Paralympic Games shall be organised by the OCOG approximately two weeks following the conclusion of the Olympic Games, and in accordance with the provisions contained in the Technical Manual on Paralympic Games. The main definitions for the Paralympic Movement are outlined below.

Paralympic Movement

The Paralympic Movement groups together all those who agree to be guided by the IPC Handbook and who recognise the authority of the International Paralympic Committee (IPC), namely the following:

- International Paralympic Sports Federations (IPSFs),
- National Paralympic Committees (NPCs),
- International Organisations of Sport for the Disabled (IOSD),
- Organising Committees (OCOGs),
- All organisations and institutions recognised by the IPC.

International Paralympic Committee (IPC)

The Paralympic Movement is governed by the IPC, which acts as its supreme authority for the sports for athletes with a disability. The IPC supervises and coordinates the organisation of the Paralympic Summer and Winter Games and other multi-disability competitions on elite sport level, of which the most important are world and regional championships for the 13 IPC sports (for which the IPC functions as the International Federation).

For further information about the Paralympic origins, history and structures please refer to the Technical Manual on Paralympic Games.

IPC and Organiser Interface

The IPC Governing Board, as the IPC equivalent to the IOC Executive Board, represents the interface at a senior level, whereas a direct contact with the IPC administration exists to deal with all operational and technical matters. The presence of a Paralympic representative on the IOC Coordination Commissions provides an important link with the IOC and Olympic Games Management.

Continued on next page

Foreword, Continued

Paralympic Games (continued)

✕ ▸ IPC

IOC and IPC Cooperation

The IPC and the IOC have enjoyed many years of close cooperation. The Paralympic Games have always taken place during the same year as the Olympic Games. Since the Seoul 1988 Paralympic Games, the Paralympics have taken place in the same city and usually at the same sporting venues and facilities as the Olympics.

With a mandate to prepare and propose to the IOC Session all appropriate recommendations regarding changes in the IOC structure, rules and procedures, the IOC 2000 Commission recommended to formalise the relationship with the IPC through a contract, or a memorandum of understanding, and define the obligation for the Host City to organise the Paralympic Games in the same city immediately following the Olympic Games.

In October 2000, on the occasion of the Sydney 2000 Paralympic Games, the IPC and the IOC signed an Agreement of Cooperation, which outlined the principles of the relationship between the two organisations. A further agreement was signed in June 2001, aimed at protecting the organisation of the Paralympic Games and securing the practice of "one bid, one city", meaning that the staging of the Paralympics is automatically included in the bid for the Olympics. The Agreement addresses the general scope and organisation of the Paralympic Games, with the aim of creating similar principles for the organisation of the Olympic and Paralympic Games. In addition to ensuring the quality and consistency of the operations and services, this cooperation and integrated Games management approach also creates considerable efficiencies and synergies for the benefit of the OCOGs.

Note

At the end of each section of this manual, specific information on Paralympic Games and the IPC are outlined.

Focus

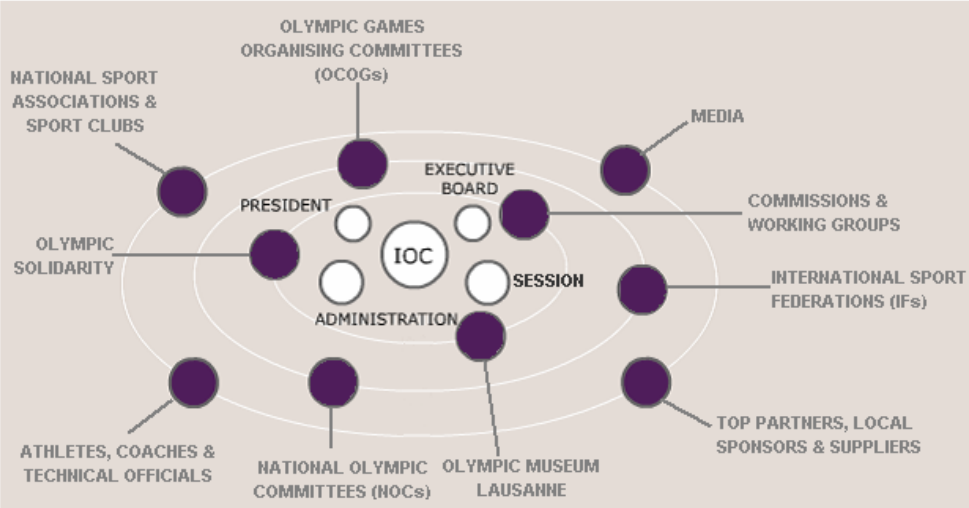
This part of the manual focuses on the interface between the Organisers and the IOC in its capacity as the Olympic Games “Event Owner” and as “Lead Partner” (see Part I). It describes the roles, responsibilities, and the main concepts and activities related to the Games management and coordination between the IOC and the Organisers, as well as the assistance programmes.

1.0 → Management Principles & Structure

Overview

Introduction

The role and mission of the IOC are stated clearly in the Olympic Charter. The structure of the Olympic Movement is presented on the chart below:



This chapter explains how this role and mission is applied within the IOC Games Management framework and structure.

Contents

This chapter contains the following topics:

Topics
Games Management Principles
Structure

1.1 Games Management Principles

Overview

IOC Mission

As leader of the Olympic Movement, the IOC's mission related to the Olympic Games as outlined in the Olympic Charter Rule 2 (September 2004), is to:

- Ensure the regular celebration of the Olympic Games
- Encourage and support a responsible concern for environmental issues, to promote sustainable development in sport and to require that the Olympic Games are held accordingly
- Promote a positive legacy from the Olympic Games to the host cities and host countries

Introduction

This chapter outlines the management principles on which the IOC's involvement in Games planning and operations are based. It explains how the IOC's mission and role is applied within the IOC Games management structure.

The IOC has a clear mission and set of objectives in regard to Games management, which provide the framework for its role and involvement in planning and operations.

This involvement starts during the bid phase with the application of rules, processes and procedures to select the best host city, while considering the:

- Existing infrastructure
- Resources
- Project merits
- Potential for a positive legacy

It continues with the IOC involvement in Games organisation after the selection of the Host City.

In the section entitled IOC Involvement in Games Preparation, the general roles and working principles of the IOC and key Olympic Movement entities involved in the Olympic Games organisation are outlined. It should be noted that other Technical Manuals detail the specific roles of particular entities and their collaborations on specific functions and aspects of the Games.

In the sections entitled IOC Role as Event (Olympic Games) Owner and IOC Role as Lead Partner, these roles of the IOC are outlined.

Continued on next page

Overview, Continued

Introduction (continued)

The host city is entrusted by the IOC with the organisation of a Games in accordance with the IOC official guidelines, and has specific decision-making and operational responsibilities. However, the IOC will exercise its authority as the event owner to ensure the quality, values and success of the Games are sustained, and the general expectations of Olympic Movement entities are fulfilled.

As the planning and organising of an Olympic Games is a unique and complex task involving many organisations, the partnership between the Organisers and the IOC is the key to meeting operational demands and the common objective of the positive outcome of an Olympic Games. Establishing a spirit of partnership and a common management approach is vital.

Background

The IOC upgraded its Games management approach following an Olympic Games Management Audit in 2002 of the Games organisational framework.

Additional points emerged from the Olympic Games Study Commission which began in the same year. The objective of this Commission was to study the ways to safeguard the on-going success of the Games by better managing their inherent size, cost and complexity.

The main principles pertaining to the Games and their organisation were not changed but a number of the recommendations of the 2002 Audit and the Games Study Commission were implemented and added to the management approach.

Apart from the ad hoc audit initiatives aimed at evaluating and improving the IOC Games Management approach, the IOC undertakes ongoing activities to adapt and improve its management approach such as the Post Games Evaluation process after each Olympic Games, as explained into this part.

Contents

This chapter contains the following topics:

Topic
Mission & Objectives
IOC Involvement in Games Preparation
IOC Role as Event Owner
IOC Role as Lead Partner
Other Entities Involved in Games Management

1.1.1 Mission & Objectives

The Spirit of Games Preparation

The increasing size and complexity of the Games has led the IOC, as the leader of the Olympic Movement, to redefine the spirit of Games preparation in the following terms:

- The organisation of the Games is based on a partnership between the IOC and the Organisers (OCOG, NOC of host country and public authorities)
- All partners, while sharing a common vision, have their own particular expertise, roles, rights and obligations
- The IOC is convinced that integrating the expertise and resources of all these key partners will result in better Games
- For its part, the IOC is in the optimal position to be the Lead Partner and Coordinator. The IOC and the Olympic Movement entities, represent the continuing link between Games

IOC Games Management Mission & Objectives

The IOC undertakes every possible action within its framework of roles and responsibilities to ensure an Olympic Games meets the objectives and vision of the all Olympic Movement entities, and each host city.
In this context, the IOC's main objectives are to:

- Educate and assist bid cities
- Establish a realistic brief that assists in the delivery of successful Games at a reasonable cost and without unduly pressuring the national, regional and local resources of the host country
- Select the best host city considering the existing infrastructure, resources and project merits and the potential for a positive legacy
- Define clearly the objectives, obligations and rights of all parties involved in planning and delivering a Games
- Establish and ensure delivery of the appropriate level of services to all constituent groups
- Effectively monitor the preparation of the Games through defined management tools and processes, and ensure that risks are minimised and opportunities are materialised
- Based on a system of constant evaluation, provide the Organisers with all the necessary experience, expertise and information available as and when needed, to support Games planning and operations
- Provide financial assistance for the operations of the Olympic Games
- Identify opportunities around the Games in line with the long-term plans of the host city and country in terms of legacy, social and cultural activities, promotion of sports and athletes with or without disability
- Ensure the long-term viability of the Games through a system of constant evaluation & ongoing improvements

1.1.2 IOC Involvement in Games Preparation

IOC Involvement in Games Preparation

In addition to, and within, its overall role as the supreme authority of the Olympic Movement, and as a coordinator, facilitator and arbitrator when required, the IOC is directly involved in the Games preparation process in at least three different capacities:

- **As the Olympic Games Event Owner**: The responsibility of hosting and organising an Olympic Games is entrusted by the IOC to the Organisers who will deliver the Games operations. The IOC owns the event and must ensure the on-going success of the Games through strict technical content and format prescriptions, as well as monitoring and progress reviews. The IOC has an active role during Games planning and operations.

- **As Lead Partner**: The IOC collaborates closely with the Organisers, providing management support, technical expertise and guidance.

  Within this framework, the IOC:

  - Provides funds, systems and solutions: Through the TOP sponsor programme, other marketing programmes, and the sale of television rights, the IOC is able to collect, allocate substantial funds, and provide information systems and solutions to complex projects (such as the results information systems) for the Games Organisers. As there are specific commitments made to sponsors, marketing partners and rights holders, the IOC must ensure that all contractual obligations/commitments are communicated to the Organisers and strictly fulfilled.
  - Delivers education and support programmes: Through the Olympic Games Knowledge Management programme and its network of advisors, the IOC offers training, advisory and information services to Organisers.

- **As Service Provider and Operator**: The IOC takes responsibility for several tasks which are considered critical and strategic, such as ORIS (Olympic Results Information System) and broadcasting operations. In this capacity, these IOC bodies and their partners work closely with the Organisers to integrate into the overall Games management and operations.

For the purpose of this manual, the IOC involvement as the Olympic Games Event Owner and Lead Partner is explained. Other Technical Manuals detail the specification of the IOC involvement as Services Provider and Operator as this role relates to specific activities that should be delivered by operational functions.

1.1.3 IOC Role as Event (Olympic Games) Owner

Introduction

To achieve its objectives as the event owner, the IOC adopts a Games management approach that is described in the following chapters of four key components:

- Defining framework (includes the bid process)
- Pre-Games and Games-time monitoring
- Evaluation, (primarily Post-Games but used extensively by Organisers of the next Games), and
- Assistance, including Knowledge programme.

Within the framework of its role and responsibilities, the IOC seeks to achieve the right balance between:

- Providing Organisers entrusted to deliver a successful Games with the necessary autonomy for Games planning and operations
- Being involved directly and constructively in oversight, assistance and high-level resolution of issues where necessary

Defining the Requirements

The IOC has in place a set of guidelines (Olympic Charter, Host City Contract, and Technical Manuals) which establish the rules and regulations to which all parties involved in Games planning and operations must adhere.

General Games Coordination and Supervision

As the entity which oversees the organisation of the Games, its primary responsibility of the IOC is to exercise its authority as the event owner to ensure the quality, values and success of the Games are sustained, and the general expectations of Olympic Movement are fulfilled.

The IOC's active role in the Games requires a close working relationship with the Organisers to ensure effective Games management.

Within this framework, the IOC:

- Establishes the Coordination Commissions
- Sets up forums and tools to supervise the Games preparation and operations, including the daily Games-time Coordination meetings

Continued on next page

1.1.3 IOC Role as Event (Olympic Games) Owner,
Continued

Role of Facilitator and Arbitrator
✕

The organisation of the Games operations raises many issues requiring high-level resolution. The IOC's role includes that of a facilitator, and where necessary, arbitrator, to constructively resolve any such issues. Issues resolution is an important part of the IOC's responsibility to provide the highest-level governance and coordination of all elements of the Games as outlined in the Olympic Charter.

Central Tenet of Management Approach

The central tenet of the IOC's Games management approach is risk management. Under an approach organised in four components (described in the following chapters), the IOC seeks to minimise potential risks while maximising the available opportunities, through various means including:

- Identification of high-risk operational elements
- Identification of available opportunities for the Games
- If the high-risk element is generic to all Games, the IOC may involve itself directly, with a view to seeking long-term solutions, particularly through partnerships. The Olympic Results Information System (ORIS) project is an example of such a solution
- If a high-risk activity is identified for a specific Games, the Organisers will retain responsibility and seek the most appropriate solution. The IOC will monitor the issue, and assist Organisers if required
- Implementation of project management methods and systems that enable risks and opportunities identification, risks monitoring and opportunities materialisation.

1.1.4 IOC Role as Lead Partner

Introduction

As the planning and organising of an Olympic Games is a unique and complex task involving many organisations, an effective partnership between the Organisers and the IOC is critical. It is the key to meeting operational demands and the common objective of the positive outcome of an Olympic Games. Establishing a spirit of partnership and a common management approach is vital in order to achieve the common objective of a successful Games.

As Lead Partner in the Games the IOC defines roles and responsibilities, provides funding and assistance to the Organisers.

Clear Delineation of Roles and Responsibilities

The IOC guidelines not only set the requirements for planning and operations but also describe each party's role, responsibilities and contributions. It is essential for all parties to have an early, clear and comprehensive understanding of the project and their respective role and responsibilities.

Build Mutual Confidence

Mutual confidence between the IOC and Organisers must be built up quickly. This will develop through regular informal and formal communications and contacts, and reinforced by transparent working methods (including monitoring), the early and honest acknowledgement of potential problems with a view to finding mutually satisfactory solutions and the rigorous honouring of bid commitments.

Sharing Common Goals

The more strongly all parties involved in the organising of an Olympic Games, share a vision and have the same fundamental objectives in regard to the success of a Games, the promotion of the Olympic values, and the advancement of the Olympic Movement, the greater the likelihood that Games management and operations emanating from the partnerships will deliver a high quality result. With the parties involved in organising a Games having the same fundamental objectives, strong partnerships should evolve and deliver a high quality result.

Continued on next page

1.1.4 IOC Role as Lead Partner, Continued

Funding

The Olympic Movement receives most of its funding through the:

- Television rights purchased by broadcast networks
- Olympic Partners (TOP) world-wide sponsorship programme

As television rights and sponsorship agreements generally run over multiple Games, with much of the revenue effectively guaranteed prior to the selection of the host city, the IOC is in a position to provide part of an OCOG's budget at the time of its formation. New television rights and TOP agreements concluded by the IOC after the OCOG's formation may also provide funding.

The IOC also provides rights to the OCOG that enable the OCOG to raise additional funding, such as local sponsorship and ticket sales programmes.

Assistance

The IOC provides Organisers with an extensive expertise and technical knowledge in Games management and operations. This body of assistance and guidance is provided primarily by the:

- **Olympic Games Knowledge Management Programme:** This programme includes the:

  - Delivery of standard services defined by the IOC
  - Specific documentation and services provided at the request of the OCOG
  - Specific seminars and presentations initiated by the IOC and organised among current OCOGs

- **IOC Games management team:** The members of this team are responsible for a number of Games **operational functions** and they also play a role in the provision of information and management guidance. They organise introductory briefings with newly appointed staff to explain in detail the obligatory tasks, and provide useful material related to recent Games such as business plans and other key information.

1.1.5 Other Entities Involved in Games Management

Introduction

While the IOC has a central role as the event owner of the Games, as well as the lead partner, other Olympic Movement entities also play key roles in Games organisation.

In this section, the general roles and working principles of the IOC and those Olympic Movement entities are outlined.

Other IOC Technical Manuals detail the specific roles of particular entities, and their collaborations on specific functions and aspects of the Games.

Olympic Movement Entities Role in Games Management

✕

International Federations (IFs)

As outlined in the Olympic Charter Rule 27 (September 2004), the mission and roles of the International Federations in regard to an Olympic Games are to:

- Establish and enforce, in accordance with the Olympic spirit, the rules concerning the practice of their respective sports and to ensure their application
- Establish their criteria of eligibility for the competitions of the Olympic Games in conformity with the Olympic Charter, and to submit these to the IOC for approval
- Assume the responsibility for the technical control and direction of their sports at the Olympic Games.

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, and training sites, while all equipment must comply with its regulations. For all these technical arrangements, the OCOG must consult the relevant IF for each sport. The holding of all events in each sport is placed under the direct responsibility of the IF concerned.

As such, the IFs are the only Olympic Movement entity specifically responsible for specific Games operations.

The Technical Manual on Sport details the information as it relates to the Olympic Games requirements of IFs and their involvement in Olympic Games management.

Continued on next page

1.1.5 Other Entities Involved in Games Management, Continued

Olympic Movement Entities Role in Games Management (continued)

✕

National Olympic Committees (NOCs)

The NOCs develop, promote, and protect the Olympic Movement at a national level within the framework of sports activity, and in accordance with the Olympic Charter.

For the organisation of the Olympic Games, each NOC ensures that athletes from its nation attend the Olympic Games. Only an NOC is able to select and send athletes for participation in the Olympic Games.

The NOCs actively participate in Games preparations, particularly to ensure proper conditions and service levels for their athletes and officials at an Olympic Games.

TOP Partners and Television Rights Holders

TOP Partners and television rights holders provide substantial core funding to the Olympic Movement and play a key role in promotion and communication of the Games and Olympism. TOP Partners also contribute substantially to specific programmes and operations of a Games (e.g. technology and timing).

On the basis of common interest and mutual benefit, this group of partners (and local sponsors of a particular Games) provides a set of solutions, systems, services and products to the IOC and an OCOG for the benefit of the operations of a Games.

Media

The term “Media” refers to the members of the accredited written and photographic press (“E”, “RT”, and “HB” categories – see the Technical Manual on Media) the rights holding broadcast organisations, and the Olympic Broadcasting Organisation.

Media representatives provide expertise and advise to the IOC and OCOG through various bodies namely the IOC Press Commission, the RTV Commission and the Olympic Broadcasting Services (OBS).

The Organisers have to deliver a number of services and facilities to the Media to assist them in their tasks during the Games Operations. The requirements for these services and facilities are outlined in the Olympic Charter, the Host City Contract, the Technical Manual on Media, and other Technical Manuals.

1.1.6 Management Principles Related to Paralympic Games

Background

The close IOC-IPC collaboration is reflected in the coordinated Games management approach between the two organisations. The integrated organisational model can not only be found on the OCOG side, but also in the processes used by the IPC which are aligned to the IOC management approach. Thus, the IPC is either directly involved in many of the IOC activities, or has established similar related processes following the same principles or spirit.

IPC Role

▸ IPC

The IPC is responsible for the oversight and coordination of the Paralympic Games in order to ensure the best possible success of the Paralympic Games and the satisfaction of all participating constituents.

The IPC also facilitates the interaction and communication between all involved constituents groups and helps to coordinate actions where required. At the same time the IPC ensures compliance with its rules and guidelines and provides the organising committees with information and expertise on operational and technical specificities of the Paralympic Games, information about the sports and their programme as well as about additional communication and promotional opportunities related to the Paralympic Games.

For further information about the Paralympic Games please refer to the Technical Manual on Paralympic Games.

Continued on next page

1.1.6 Management Principles Related to Paralympic Games, Continued

Paralympic Mission & Objectives
▸ IPC

The roles and mission of the IPC are stated clearly in the IPC Handbook and the Technical Manual on Paralympic Games. This mission includes the Paralympic Games as one of the core activities and also addresses other important areas of the Paralympic Movement. The items related to the Paralympic Games are outlined below.

IPC's mission

- Guarantee and supervise the organisation of successful Paralympic Games which includes the following:
  - Ensure that the Paralympic Games is a viable and vibrant sporting event with a clear and comprehensive identity
  - Ensure that services at the Paralympic Games are of the highest quality and are sport and athlete focused
  - Enable the Paralympic Games to inspire and excite the world
  - Ensure that the activities around the Paralympic Games have an impact beyond the two weeks of the Games and leave a sustainable legacy at all levels
- Seek the continuous global promotion and media coverage of the Paralympic Movement and the Games, its vision of inspiration and excitement through sport, and its ideals and activities.
- Contribute to the creation of a drug-free sport environment for all Paralympic athletes in conjunction with the World Anti-Doping Agency (WADA).
- Ensure the growth and strength of the Paralympic Movement through the development of National Paralympic Committees in all nations and the support for the activities of all IPC member organisations.

Continued on next page

1.1.6 Management Principles Related to Paralympic Games, Continued

Paralympic Mission & Objectives (IPCcontinued)

Paralympic Games Management Objectives

In general, the objectives for the Paralympic Games management coincide with the IOC objectives described in the previous chapter. An additional objective particular to the Paralympic Games is to further refine the profile and identity of the Paralympic Games to maximise opportunities for raising awareness and promoting sports for athletes with a disability as a source of inspiration and motivation.

IPC Involvement in Games Management

✕ ▸ IPC

The IPC intervenes in the Paralympic Games preparation process in several different capacities:

- As "Paralympic Games" Event Owner, the IPC owns the Paralympic Games and must ensure conformity and application of Games content and processes. The IPC also has an active role during the operations of the Paralympic Games.

- The IOC-IPC Agreement ensures that the IPC shall be responsible, in cooperation with the OCOG for ensuring the delivery of all specified requirements for the organisation and operations of the Paralympic Games, including the transition period between the Olympic and Paralympic Games.

  The OCOG shall assume, along with the IPC, the responsibility for the organisation of the Paralympic Games. Final decision-making responsibility in situations related to the organisation of the Paralympic Games, which are unable to be resolved between the OCOG and the IPC, or are raised as issues by the IOC Coordination Commission through their potential impact on the organisation of the Games, shall rest with the IOC Executive Board, as the final decision-making body for matters related to the Games.

  As the "Paralympic Games" event owner, the IPC uses a series of technical specifications and guidelines to serve as a reference for the Organisers.

Continued on next page

1.1.6 Management Principles Related to Paralympic Games, Continued

IPC Involvement in Games Management ((IPC (continued)

- **Lead Partner:** The IPC collaborates closely with the Organisers, the IOC and other stakeholders in the monitoring and delivery of a Paralympic Games. The IPC provides technical expertise and guidance, and management support.

  In this context, the partnership approach involving all parties in the organisation is also vital for the Paralympic Games. It is important to communicate and adopt this approach with the distinct partners of the Paralympic movement.

  The IPC technical staff provides functional expertise and best-practice examples from past Paralympic Games, and explains in detail the obligatory tasks and provides relevant existing material, thus making its contribution to the partnership. It is important for the IPC to establish a spirit of teamwork and regular exchange of information and expertise through which specificities and challenges related to the Paralympics can be handled.

- **International Paralympic Sports Federation:** Unlike the IOC, the IPC serves as the federation for thirteen sports, of which eleven are on the Paralympic programme. These sports are coordinated through the IPC Sports Function and the responsible technical delegates which liaise with the OCOG on all sports technical matters.

Continued on next page

1.1.6 Management Principles Related to Paralympic Games, Continued

Other Entities Involved In Paralympic Games Management
✕

The Paralympic Movement comprises the following constituent groups:

International Paralympic Sports Federations (IPSFs)

Independent sports federations recognised by the IPC as the sole world-wide representative of a specific sport for athletes with a disability and granted the status of Paralympic Sport by the IPC.

The structure of a Paralympic Games is different to the Olympic Games in that the IPC serves as the federation for thirteen (13) sports, of which eleven (11) are on the Paralympic Programme.

International Organisation Sport for the Disabled (IOSDs)

An International Organisation for Sport for the Disabled (IOSD) is an independent organisation recognised by the IPC as the sole representative of a specific disability group. Currently five IOSDs are members of the IPC.

National Paralympic Committees (NPCs)

Similar to NOCs for the Olympics, the NPCs are the IPC recognised national coordinating or umbrella organisations representing sports for athletes with a disability in the different countries.

It is a NPCs responsibility to coordinate all preparations of the national delegations for their participation in the Paralympic Games.

Media

The Media (written press, photographers and broadcasters) play a key role in the Paralympic Games, as this is the means by which the Games is transmitted to an international audience. The Organisers have to plan and deliver a number of services and facilities to the Media in order to assist them in their tasks during the Games Period and facilitate the above-mentioned transmissions.

Marketing Partners

All IOC TOP Partners are free to communicate their involvement with the Paralympic Games if referenced as part of their ongoing support to the Olympic Games. There are also other marketing opportunities for TOP and other partners as outlined in the IOC-IPC Marketing Protocol. And for the Paralympic Games, the partners play a fundamental role for the promotion of the event and operational and financial support.

1.2. IOC Games Management Structure

Overview

Introduction

Managing the Olympic Games - a project of enormous complexity and magnitude - involves several key elements, including clear and early delineation of the roles and responsibilities of the many partners in the four distinct management phases:

Phase	Definition
Bid	Period starting with submission of application by the city which wishes to bid for the Games, and ending with the Host City selection by the IOC Session and the signature of the Host City Contract. This phase includes two distinct parts: • Applicant phase starting with the applications submission and ending with the acceptance of the candidate cities by the IOC EB. • Candidature phase starting with the acceptance of the candidate cities by the IOC EB and ending with the election of the city to host the Games and the signing of the Host City Contract.
Pre-Games	Preparation period starting with the signing of the Host City Contract, and ending when the Olympic Village and the Training venues open just before the Games.
Games Operations	Period from the opening of the Olympic Village and Training venues, through the Olympic and Paralympic Games, to the closing of the Paralympic Village. Please have in mind that there are exceptions to the rule as a few functional areas are already in operations mode prior to this phase, i.e. Torch Relay, Accreditation, etc.
Post-Games	From the closing of the Paralympic Village to OCOG dissolution.

Continued on next page

Overview, Continued

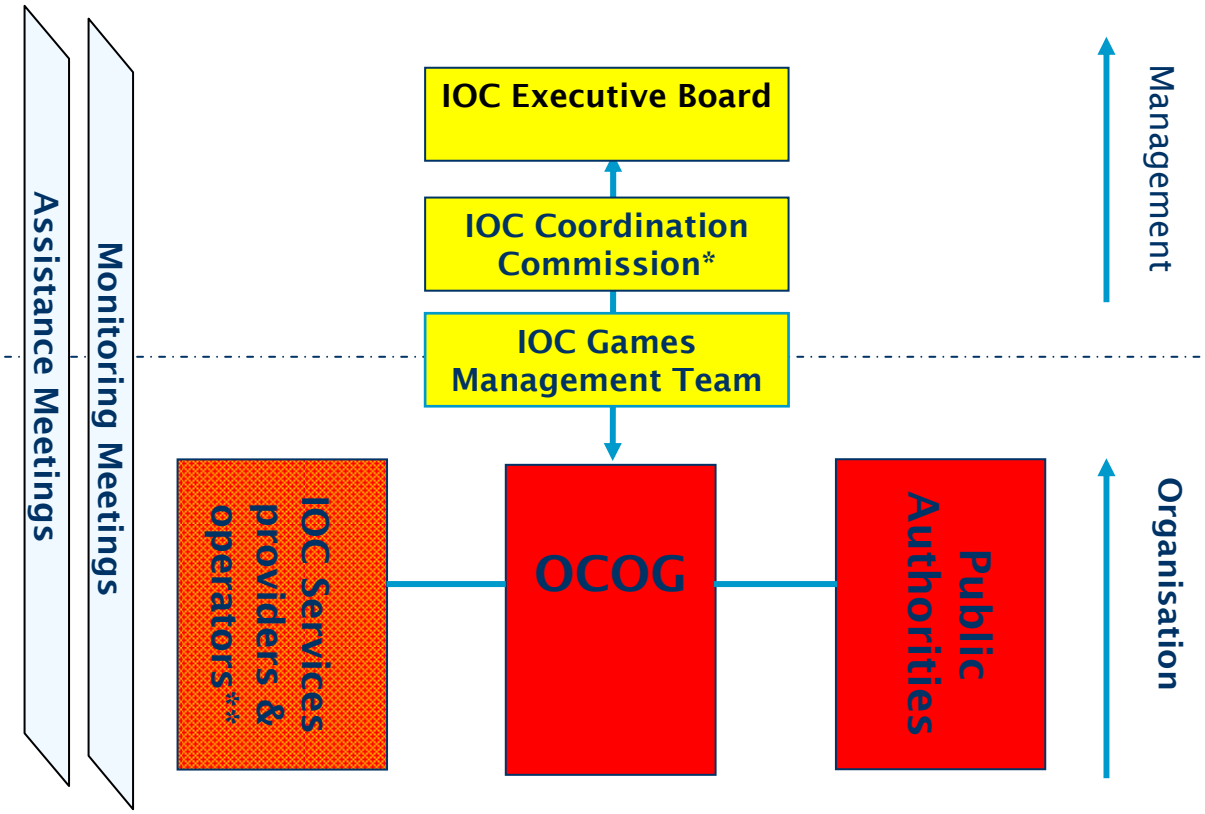
Contents This chapter contains the following topics:

Topic
Pre-Games: IOC Games Organisational Structure
Pre-Games: Roles of IOC Entities & Decision Making Process
Games Operations: IOC Games Organisational Structure
Games Operations: Roles of IOC Entities in Decision Making Process
Games Operations: IOC Games Organisational Structure Adopted in Crisis Operations

1.2.1 Pre Games: IOC Games Organisational Structure

Introduction

During the pre-Games period, the organisational structure adopted by the IOC is presented below:



** Note: As explained in the Olympic Charter, other IOC commissions may be created for the purpose of advising the IOC Session, the IOC Executive Board, or the IOC President as needed. Some of their work may also relate to Games Management. Due to their special purpose, these commissions are not treated in this manual.*

*** Note: This box represents the part of the IOC Management team that plays an operational role at the organisation level, or deliver key services & programmes at the organisational level, i.e. Broadcasting, ORIS, (see section IOC Involvement in Games Preparation), etc.*

1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process

IOC Session
✕

The IOC Session is the general meeting of the members of the IOC. As defined in the Olympic Charter, it is the supreme organ of the IOC. As such, it is the IOC entity which has the power to elect the host city of an Olympic Games, and to amend the Olympic Charter. It can therefore, potentially impact on the Games management roles of an OCOG and other entities.

IOC Executive Board
✕

As defined in the Olympic Charter, the IOC Executive Board (IOC EB) consists of the President, four Vice Presidents and ten other members. The composition, powers and duties of the Executive Board are defined in the Olympic Charter.

Mission

The specific roles of the IOC EB in relation to the Olympic Games are to:

- Supervise the procedure for accepting and selecting candidatures to organize the Olympic Games
- Take decisions and issue all regulations necessary to ensure the proper organisation of the Games

IOC President

As outlined in the Olympic Charter Rule 20 (September 2004):

- The IOC President represents the IOC and presides over all its activities.
- The IOC President may take any action or decision on behalf of the IOC when circumstances prevent it from being taken by the Session or the IOC EB. Such action or decision must be submitted promptly for ratification by the competent organ.

Continued on next page

1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process, Continued

IOC Coordination Commission ✕

As defined in the Olympic Charter, a Coordination Commission is appointed by the IOC President for each Games edition, and includes representatives of the IOC, the IPC, the Olympic Movement entities, as well as outside advisors chosen on an ad hoc basis. It usually meets once or twice a year (yearly until 4 years out, then twice a year) as explained in this manual in the section, IOC Coordination Commission meeting, and reports to the IOC EB. The Coordination Commission executives (Coordination Commission Chairman and the Olympic Games Executive Director) lead the Commission.

Mission

The Coordination Commission ensures that:

- The Olympic Charter and the Host City Contract are followed and applied
- Monitors the progress of the Organisers
- Assists them to deliver a Games
- Approves the levels of service proposed by the OCOGs for the different constituent groups
- In the case of any matter which the Coordination Commission determines that it is unable to resolve, or in respect of which any party refuses to act in accordance with its decision, it forthwith report such matter and the full circumstances thereof to the IOC Executive Board, which shall make the final decision (as stated in the Olympic Charter).

Role

The Coordination Commission has three main roles as outlined below:

- **Supervision**
  - Monitors the progress of the Games preparation
  - Recommends, verifies and by delegation from the IOC EB approves service levels for the Olympic Movement constituent groups
  - Monitors implementation of bid commitments and obligations
  - Oversees the delineation and fulfilment of the roles and responsibilities of the various Organisers

- **Assistance**
  - Provides experience/expertise from past Games to the Organisers
  - Liaises with key Olympic Movement constituent groups, to ensure they understand and follow regulations
  - Helps resolve issues between parties (as a facilitator/arbitrator)

- **Representation**
  - Acts as the representative of the IOC
  - Fulfils a public relations and media activities role
  - Represents the IOC to government: liaise with government to raise priorities and assist in issues resolution

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1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process, Continued

IOC Coordination Commission (continued)

Responsibilities

The Coordination Commission executives, the members of the Coordination Commission, and the IOC Games management team supporting it, have specific responsibilities as outlined in the table below:

COORDINATION COMMISSION EXECUTIVES Chairman & Olympic Games Executive Director	**COORDINATION COMMISSION MEMBERS** Clients & Past OCOGs Representatives	**IOC GAMES MANAGEMENT TEAM*** Including IOC Advisors
• General supervision of all elements of the Games • Risk assessment and communication to the Organisers • Reporting to the IOC EB and escalate issues for resolution if needed • By delegation from the IOC EB, and with the advice of the Olympic Movement constituent groups approve service levels and/or recommend key changes on service levels to IOC EB • Representing IOC to the media and host country/city public authorities • Government relations to raise priorities, support issues resolution, maintain general relationship	• Liaise with key Olympic Movement constituent groups (information, coordination) • Establish, verify and validate service levels • Provide expertise on specific areas • Represent IOC within the host city	The Coordination Commission executives along with IOC Games Management team focus on particular elements of the Games such as: • Technical audits • Day-to-day monitoring (meeting of obligations and bid commitments, status of progress) • Risk analysis • Links with other constituent groups, commissions (status of progress, issue reporting) and external parties (NGOs, etc) • Expertise and support to the Organisers (Transfer of knowledge, experience, issues management) • Secretariat for Coordination Commission executives.

*more detailed information follows in next page

Continued on next page

1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process, Continued

Coordination Commission ✕

When required, the Coordination Commission will work with advisors to assess specific issues. ASOIF, AIOWF and ANOC have an important role of coordination, prior to and after the Coordination Commission meeting, in order to raise issues specific to their members and communicate meeting outcomes. The aim is to improve levels of confidence, communication and cooperation between all players.

IOC Games Management Team

Within the IOC Games management team, the Olympic Games Executive Director (OGED) has the responsibility in regard to the overall Games project and for each specific Olympic Games. The Executive Director leads the IOC Games management team and is the link with the IOC Coordination Commission. He is also the head of the **IOC Department of Olympic Games**.

The IOC Games Management team consists of:

- Candidate Cities Relations section of the IOC Olympic Games Department
- Games Coordination Section of the IOC Olympic Games Department
- Games Strategic Planning Section of the IOC Olympic Games Department
- IOC Games specialised functions. In general, the IOC Departments have one or more staff members that supervise their specialised area (function) of Olympic Games organisation, and report to the Olympic Games Executive Director in regard to the overall Games project, and through him to the Coordination Commission Chairman for each specific Olympic Games.

Continued on next page

1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process, Continued

IOC Games Management Team (continued)

Roles & Responsibilities during Bid Process

- **Candidate City Relations** - Ensures the liaison (day-to-day relations, technical assistance, advice and analysis, and evaluation of projects), between the IOC and Cities interested in hosting the Games.
- **IOC Specialised Functions** - Draft the obligations and guidelines of each function and assist in the technical analysis.

Roles & Responsibilities after the Host City Selection

Olympic Games Strategic Planning	Olympic Games Coordination	IOC Specialised Functions
Reporting to IOC Olympic Games Executive Director and the Coordination Commission Chairman		
• Study and develop overall Games strategies and visions. • Develop, implement and review management tools and processes for Games. • Develop and oversee Games-specific projects (Games knowledge management, Operational development for Games time, etc.)	• Reporting (Consolidate overall status of project with IOC specialised functions input) • Secretariat to Coordination Commissions executives • Receive and transmit to appropriate parties communication between the OCOG and the IOC • Oversee maintenance and update of plans, methods and monitoring of commitments delivery (project management, Master Schedule update, Games tracking) • Organise and manage all coordination forums (Coordination Commission meetings, working groups, project reviews, etc.) • Ensure delivery of IOC services to OCOGs as part of the Knowledge Management Programme (workshops, initial briefs) requested by IOC functions or OCOG.	• Draft the obligations and guidelines • Monitor the progress and define the level of risk for each function • Assist and advise Organisers, as requested • Manage IOC advisors for specific areas as required • Relations with key constituent groups

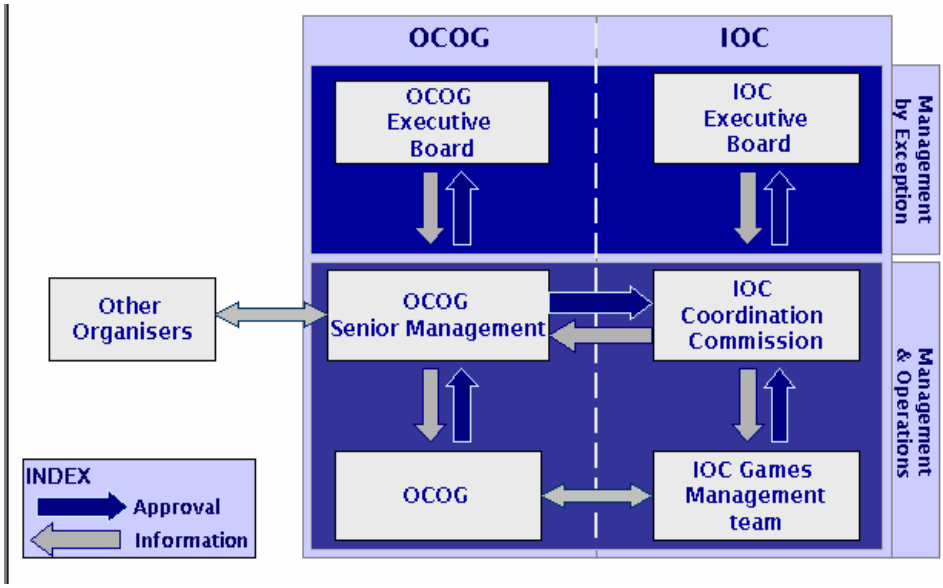
Continued on next page

1.2.2 Pre Games: Roles of IOC Entities in Decision Making Process, Continued

Decision Making Process

In the preparation phase, the OCOG puts in place its own decision making process. The IOC approves the key decisions.

The OCOG functions work closely with the IOC Games management team to receive and discuss feedback on proposals for key decisions to be made to the IOC. If the IOC approves them, the OCOG is responsible for their implementation and the IOC Games management team follows up this implementation.



1.2.3 Games Operations: IOC Games Organisational Structure

Introduction

This section explains the organisation of the IOC Games management team during the period of the Games.

During Games time the IOC has a number of roles. This part of the Technical Manual describes the role directly related to the Games operations and the IOC's interface with the Organisers.

Roles of the IOC

- With the assistance and involvement of all Games organisation partners, ensure the success of the Games for all constituent groups through operational planning and delivery
- Ensure the quality, values and success of the Games are sustained, and the general expectations of Olympic Movement entities are fulfilled
- Ensure that the benefit of each Games includes the promotion of Olympic principles
- Resolve any issues and operational difficulties through assistance, coordination, facilitation and arbitration, where necessary
- Make decisions on all matters prescribed by the Olympic Charter, Host City Contract, Technical Manuals, or other IOC Official Guidelines which affect the Games
- Lead or coordinate response to specific problems and situations which affect the Games, as required
- Provide appropriate communications with all constituent groups, media and the public

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1.2.3 Games Operations: IOC Games Organisational Structure, Continued

Normal Operations vs. Crisis Operations

During the Games Operations period, there is a distinct difference between:

- **Normal operations:** Where operations run as planned, defined and scheduled.
- **Crisis operations:** An event is deemed a crisis when one or more of the following elements occur through problems in regard to a particular Games operation:
  - The operation of the Olympic Games is significantly disrupted, and contingency plans need to be put into operation
  - The image of the IOC, Olympic Movement or the Games is being seriously and adversely affected
  - The question of cancelling the Olympic Games arises

In such cases, the IOC will operate under the appropriate crisis management plan and according to the specific circumstances.

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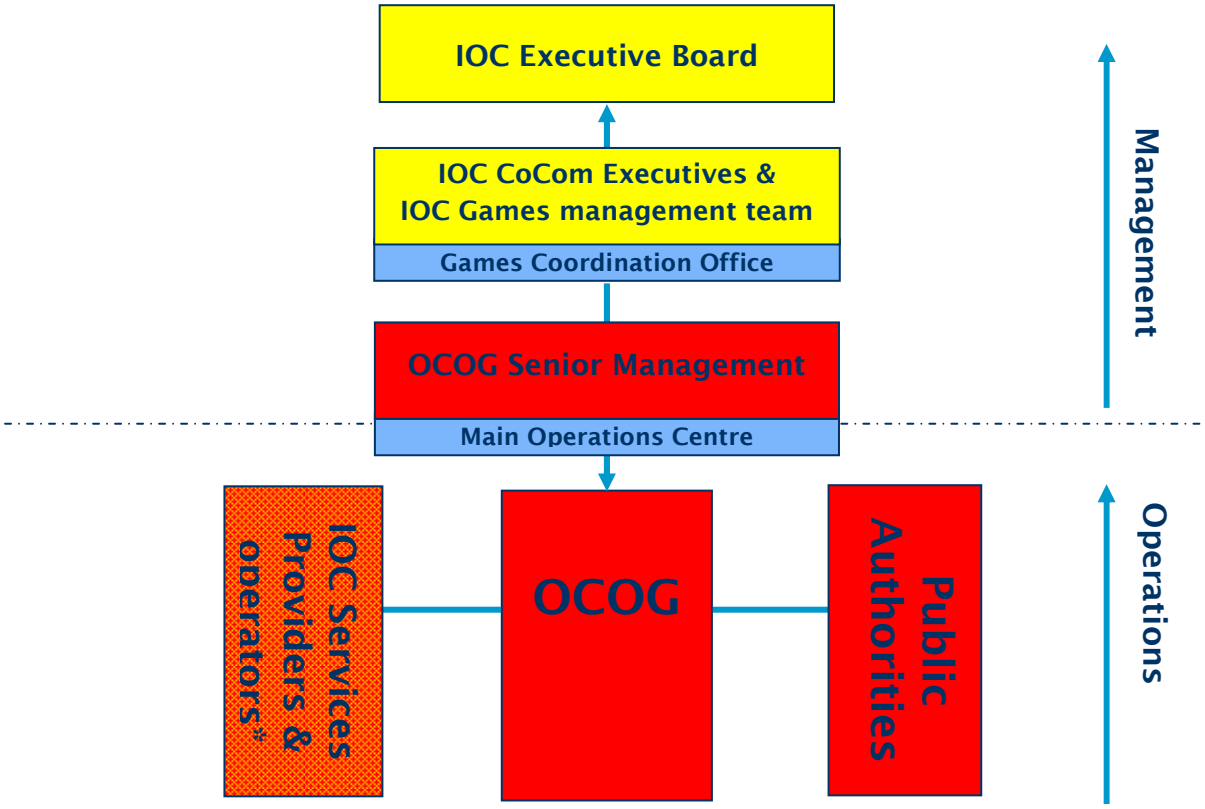
1.2.3 Games Operations: IOC Games Organisational Structure, Continued

Organisational Model

There is a distinct difference between the structure of Games Management and Operations taking place for normal operations, and for a crisis management situation. The model below is for normal operations at Games-time.



Principles

As outlined in the Olympic Charter, during an Olympic Games, the duties of the IOC Coordination Commission shall revert to the IOC Executive Board. The Chairman of the Coordination Commission attends the daily Coordination meeting with the OCOG.

** Note: This box represents part of the IOC management team that plays an operational role or deliver key services & programmes at the organisational level i.e. Broadcasting, ORIS, etc. (please see IOC Involvement in Games Preparation)*

Continued on next page

1.2.4 Games Operations: Roles of IOC Entities in Decision Making Process

IOC Executive Board
✕

The composition, powers, responsibilities and duties of the IOC EB are defined in the Olympic Charter.

The specific IOC EB roles in relation to the Games Operations are to:

- Take all decisions and issue all regulations necessary to ensure the proper organisation of the Games
- Assume the duties of the IOC Coordination Commission

IOC Games Coordination Office

During the Games operations phase, the IOC Games Management team is organised in the following manner:

Games Coordination Office (Olympic Games Department Operations)

The mission of the IOC Games Coordination Office (GCO) is to provide **centralised coordination, reporting and information, and to support the decision-making process** enabling the IOC to fulfil its duties regarding Games operations.

IOC Specialised Functions

The IOC specialised functions are responsible for:

- Issues resolution, supervision and facilitation
- Coordination and contact with key Olympic Movement constituent groups
- Monitoring of operations,
- Advising and assisting the OCOG when requested.

In some cases, the IOC functions also act as the service provider or operator, delivering particular Games-time operations. These functions report to the OGED.

Continued on next page

1.2.4 Games Operations: Roles of IOC Entities in Decision Making Process, Continued

Decision Making

- During an Olympic Games, the entity with the ultimate authority for Games operations is the IOC EB.
- The Coordination Commission executives are responsible for day-to-day management
- IOC Games management team is responsible for assisting and supporting the OCOG in their particular fields of expertise. They report to the Olympic Games Executive Director on all Games-related matters.

IOC - OCOG management principles

- The IOC is the ultimate decision making authority concerning any situation having a major impact on the Olympic Games, except for matters pertaining to the security and physical safety of the participants.
- The OCOG Main Operations Centre will ensure Games-wide operations coordination.
- The IOC GCO will ensure and manage IOC coordination of operations.
- The IOC GCO communicates with the OCOG Main Operations Centre.

Decision Making Process

During the Games time the decision making process is:

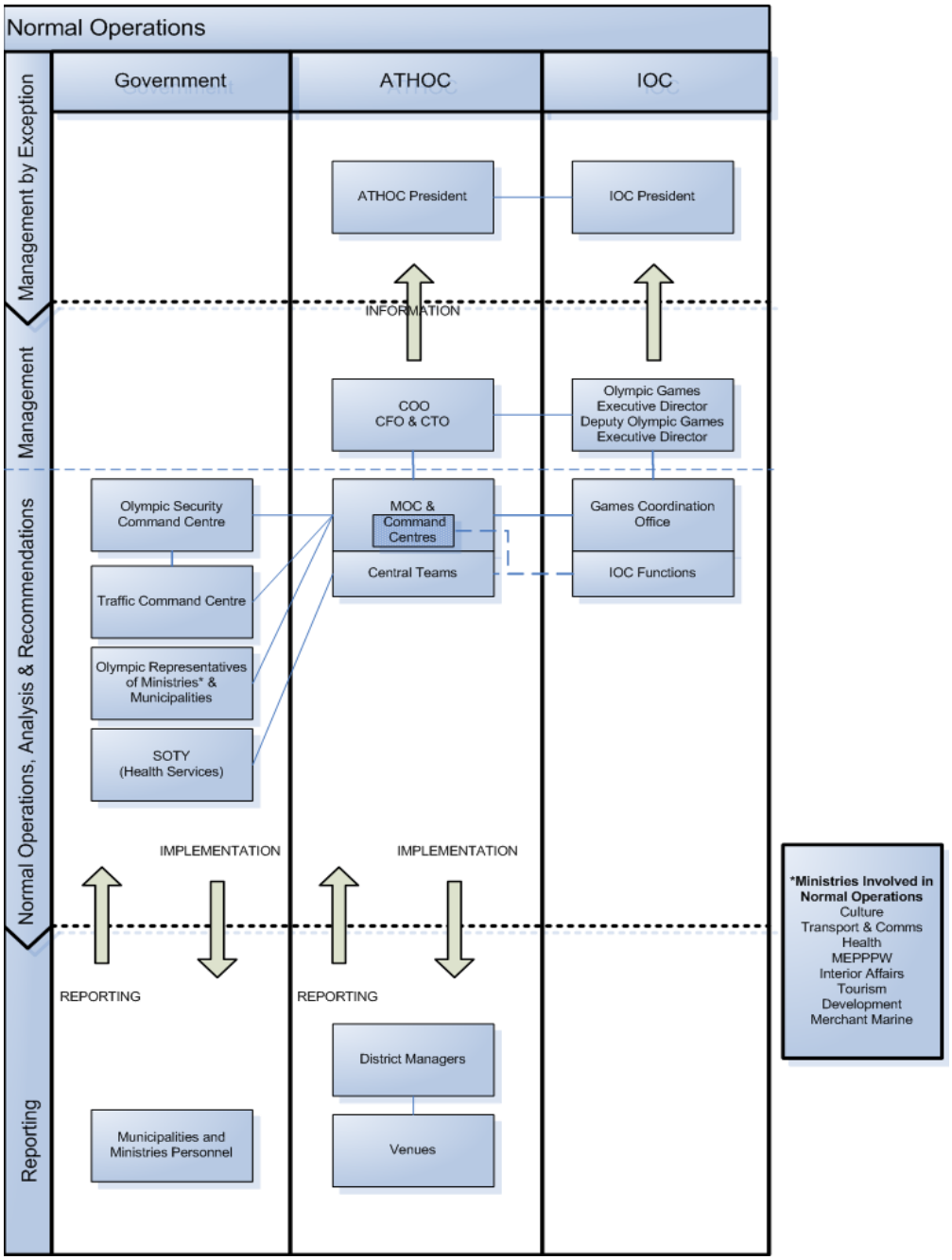
Stage	Description
1	The Organisers' senior management (i.e. Chief Operating Officer, General Managers, and Competition Venue Managers) is responsible for the management of the Games Operations and the Coordination Commission executives with the IOC Games management team support them. a. The OCOG Main Operations Centre (MOC) supports the issue resolution and decision making from the Organisers perspective b. The IOC GCO coordinates and assists in issue resolution and decision making from the IOC perspective.
2	The OCOG President and the IOC President are constantly updated and intervene only in some exceptional circumstances.

Continued on next page

1.2.4 Games Operations: Roles of IOC Entities in Decision Making Process, Continued

Example of Decision Making Process

The decision making process structure produced with the Athens Organising Committee as part of the planning for the 2004 Games operations and used during the Athens 2004 Olympic Games for normal operations is illustrated below:



1.2.5 IOC Games Organisational Structure Adopted for Crisis Management

Introduction

The IOC has a Crisis Management organisational model to be implemented when necessary during a Games.

Crisis Management Plan (CMP)

The crisis management plan is an agreed mechanism for the IOC (with, where appropriate, Games Organisers) to effectively and efficiently:

- Prevent specific identified risks, threats and issues from occurring or developing.
- If crises occur, manage them to minimise adverse impacts and prevent worst-case outcomes

Organisational Principles

Management Responsibility

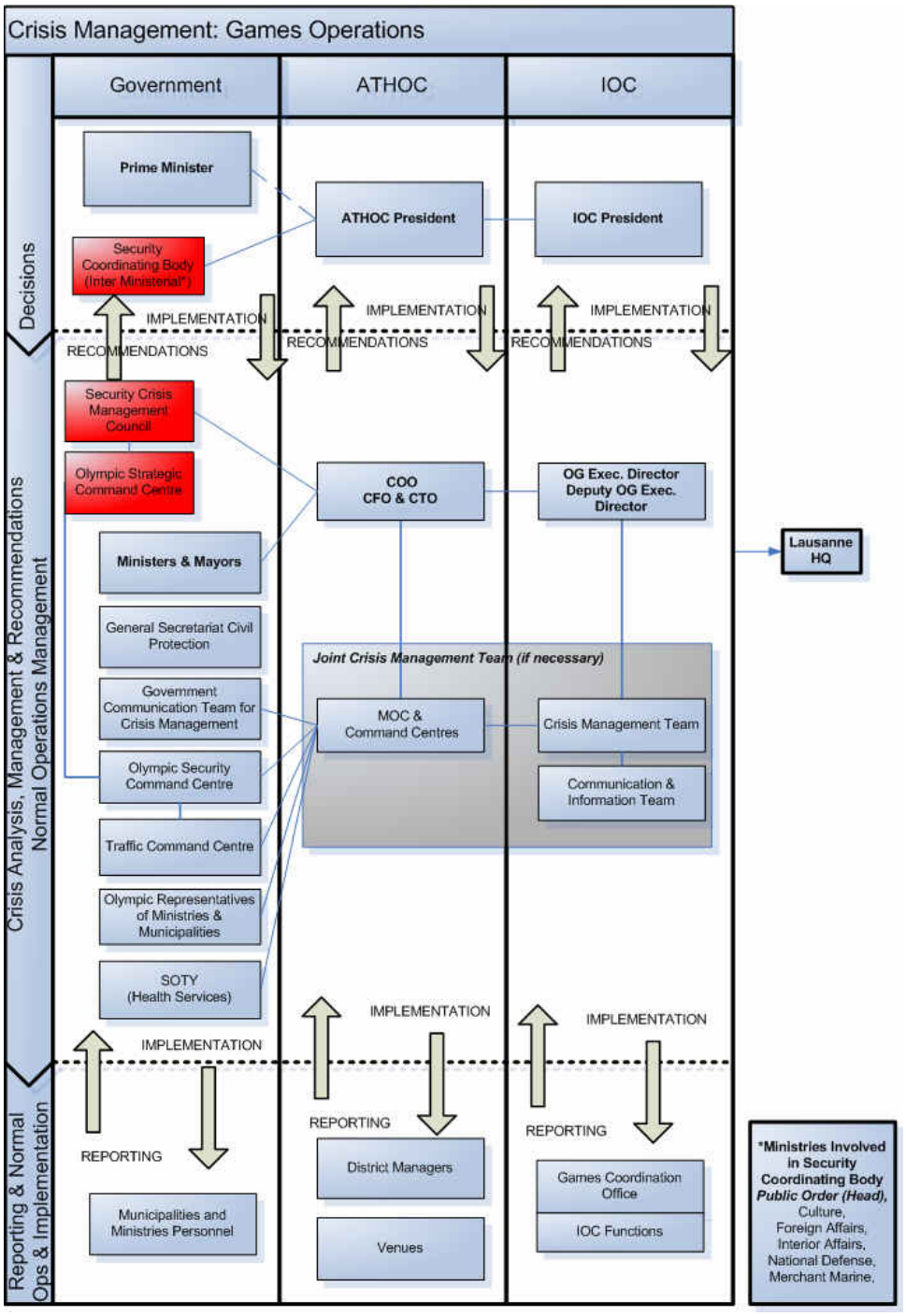
For the IOC, the IOC President is responsible for Games crisis management. His role is to manage all aspects of an operational incident or crisis, and work with relevant expertise in the IOC to identify suitable action plans and recommend these plans to the IOC Executive Board.

Continued on next page

1.2.5 IOC Games Organisational Structure Adopted for Crisis Management, Continued

Example of Decision Making Process

The decision making processes, produced with the Athens Organising Committee as part of the planning for the 2004 Games crisis operations, are illustrated in the table below:

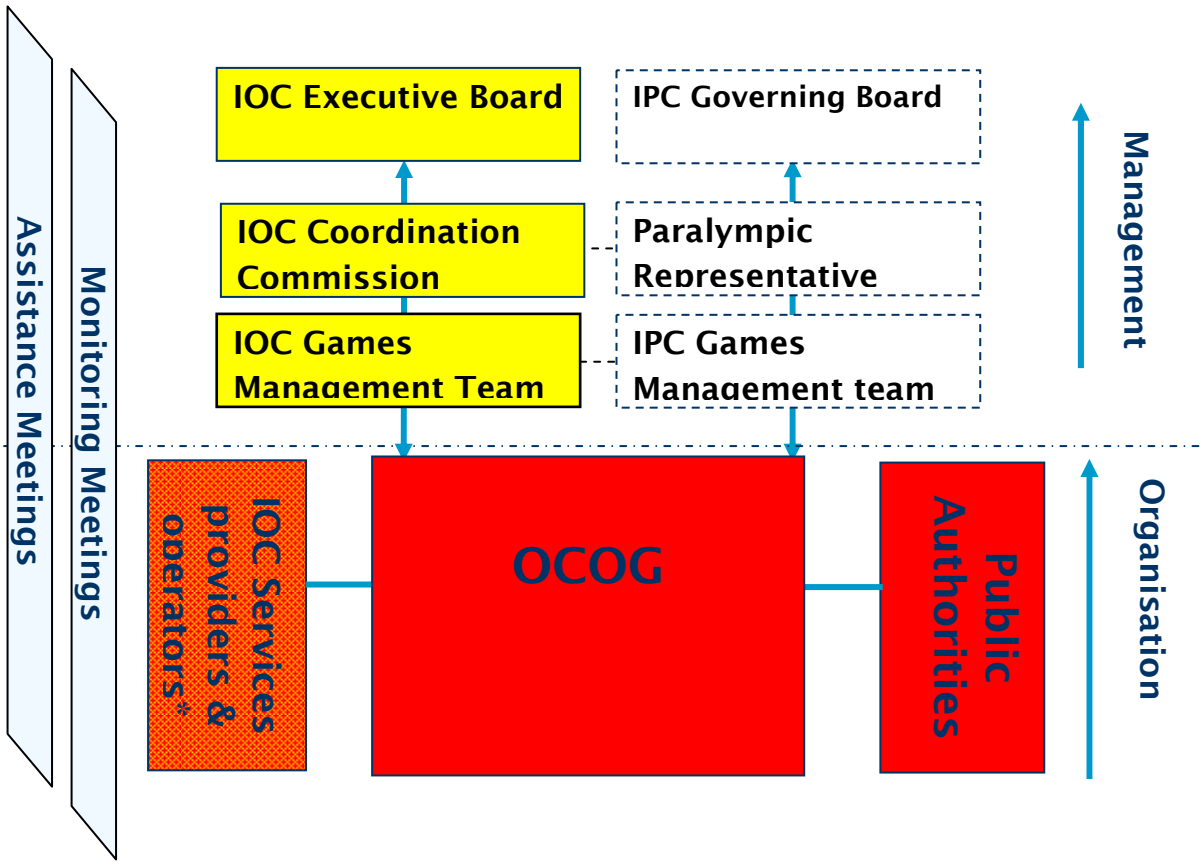


1.2.6 IPC Games Organisational Structure

IPC Pre-Games Organisational Model

▶ **IPC**

The underlying organisational model for the management of the Paralympic Games is closely aligned to the Olympic model. The IPC constitution, governance, and structure are similar with the Olympic structure, as shown in the chart below, but on a smaller scale. Certain specificities, including the roles and interactions of the different Paralympic entities, are described in the chart below:



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1.2.6 IPC Games Organisational Structure, Continued

Pre-Games Organisational Model
▸ IPC

IPC General Assembly

The Assembly of the IPC Members is the governing body of the IPC responsible for defining the vision and general direction of the IPC. Its member organisations can provide input and direction to the Governing Board on general Games-related issues.

IPC Governing Board

The IPC Governing Board has the authority to represent the IPC. The responsibilities of the Governing Board include the approval of policies and the further development and supervision of the strategic direction and goals defined by the Assembly. With regards to the Paralympic Games, some of the key roles of the Governing Board are to:

- Approve the Paralympic Programme (Sports, disciplines and events)
- Approve other key policies or strategies proposed by the OCOG (e.g. service levels etc.)
- Address Games issues of political nature impacting on the image, finances or rules of the Paralympic Movement

IOC Coordination Commission

The Paralympic representative in the IOC Coordination Commission ensures that aspects crucial to the success and smooth running of the Paralympic Games are addressed. The representative also acts as a link to the other Paralympic constituent groups and to the IPC administration.

IPC Games Management

All follow-up from the above mentioned entities as well as any technical matters pertaining to the Paralympic Games are coordinated through the IPC Paralympic Games Coordination Department, which works directly with the IPC CEO on all key issues.

All IPC Departments are responsible for their respective areas related to the Games, as they have the technical knowledge and expertise. Usually they deal directly with the OCOG in these areas. Any cross-functional issues and the general planning are coordinated through the Paralympic Games Coordination Department. Furthermore, the Paralympic Games Department acts, as liaison for any OCOG questions in areas for which there is no specific IPC Department in charge.

Continued on next page

1.2.6 IPC Games Organisational Structure, continued

Games-Time Model

▶ **IPC**

During the Games-time phase the structures and responsibilities can be described as follows (Please note that operational aspects will only be addressed in chapter 2 of this manual):

IPC Governing Board

The role of the IPC Governing Board during the Paralympic Games is to serve as the ultimate authority on all issues that threaten the continuation of the Games and any disciplinary action to be taken during the Paralympic Games.

IPC CEO Office

The IPC CEO is responsible for all IPC day to day Games Operations and serves as the link between IPC Departments, the IPC President and the IPC

Games Coordination Office (GCO)

The role of the GCO is to serve as a coordination centre providing support to the major constituents and decision making bodies. Its key services include: communication, coordination, issue escalation and resolution and to serve as the key operational interface with the Main Operations Centre (MOC) of the OCOG.
In general the concept is similar to that of the Olympic Games GCO.

IPC Departments

The IPC Departments are in charge of issue resolution, responsible to coordinate the contact with their key Paralympic Movement Groups and facilitate the issue resolution process, monitoring of operations and advising the GCO in their respective field of expertise and of assisting the relevant OCOG functional area whenever possible.

All these departments operate under the direct authority of the IPC CEO Office. They all report regularly into the IPC GCO which provides issue escalation and resolution support and coordinated communications.

Decision Making

The IPC, headed by the IPC President, is the ultimate decision maker concerning any situation having a major impact on the Paralympic Games, except for matters pertaining to the security and physical integrity of the participants. The IPC will consult with the IOC on specific matters.

2.0 → Games Management Approach

Overview

Introduction

Managing the Olympic Games, a project of such complexity and magnitude, in which many partners work together, in many cases for the first time, involves several key elements:

- Common visions and overall objectives for the Games and the Olympic/ Paralympic Movements
- Recognition of key project characteristics, strategic elements and challenges
- Clear and early delineation of roles and responsibilities of all stakeholders and partners in the specific management phases, and
- Agreement on a common Games project management approach centred on minimisation of risks.

Games Key Characteristics

Preparation for an Olympic and Paralympic Games is a unique task for many reasons (beyond the size and complexity), including:

- The Games is not just a sporting event. The Olympic Games have a wide impact and leave a legacy in all areas of a community.
- The Games carry values which must be preserved and promoted by the Games Organisers such as:
  - Unity
  - Friendship
  - Education
  - Culture
- There is a world-wide interest for the Games, which remain a centre of attention for the Media on a permanent basis.
- The Olympic and Paralympic Games have fixed start and finish dates and schedules which cannot be changed.
- Internal structures, organisation cells and work procedures – and the size and nature of the human resources - need to be regularly reconfigured to suit different phases, particular tasks and priorities.
- Many of the specific tasks and activities, and the overall nature of the project, are new to most organising management and staff, so first-hand Games management and operational experience and effective transfer of knowledge are extremely valuable.

Continued on next page

Overview, Continued

Key Strategic Elements

Within the stipulations of the IOC official guidelines, the overall IOC and IPC mission, the common visions, objectives, particular rights and obligations of the entities which make up the Games partnership, there are some key strategic elements which impact upon the organisation of the Games and the image, integrity and quality of the Olympic and Paralympic movement and each Games. As such, they need to be taken into consideration. They include:

- The Games legacy and sustainability elements in terms of infrastructure, sports enthusiasm, event expertise, social benefits and environmental standards, awareness and achievements need to be taken into account from the beginning in order to maximise this sustainability, and these legacies. The legacies should be in line with and part of the city's long-term development plans.
- Even though generic management standards, models and programmes can be applied, each Games should reflect the special culture and character of a host city and the vision and priorities it wishes to convey through the event.
- Particular focus should be on the needs of the athletes and the provision of optimal conditions for them
- Similarly, all constituent groups in Games planning and organisation should be substantively included in consultations and communications from the beginning of planning. This maximises goodwill, operational efficiency and the benefits emanating from stakeholders' expertise in particular areas
- A key part of the communication and consultation is the early specifying of expectations for every constituent group, for every phase of the project and for levels of service. Those expectations, and the rights and obligations of the constituent groups and partners in the project, need to be factored into thorough planning for each phase, to ensure meeting of targets and deadlines.
- As the OCOG is a dynamic, rapidly growing entity, its organisational structure changes over its life from a corporate to an operational structure.

Continued on next page

Overview, Continued

Key Strategic Elements (continued)

- With the organisation of the Games being based on a partnership, a spirit of teamwork and mutual trust between the IOC/IPC, OCOG, governments and other partners should be developed. In this context, the clear and early delineation of roles and rights of all partners and constituent groups is vital, as is appropriate integration of operations among partners.
- Finally, the successful planning and operation of a Games is dependent on the people in the organisations involved. Building a competent, highly motivated and loyal workforce is the key to the success of the Games.

IOC Games Management Approach Definition

Acknowledging the complexity and nature of the task of organising an Olympic Games, the IOC has adopted a management approach to assist OCOGs to successfully deliver a Games.

The level of involvement and role of the IOC and its different entities is described in the first chapter of this document. Based on those partnerships and roles, the IOC Games management approach focuses on four different elements involving many processes and tools to achieve the desired outcome. These elements are:

Defining the Framework

This activity concentrates on defining the scope of operations and activities to be delivered as well as the roles and responsibilities of entities involved in these activities

Monitoring

This is an ongoing activity where the Organisers, and the IOC/IPC as the Lead Partner, track the progress, quality and timeliness of the implementation and delivery of required actions, commitments and services. The processes and tools used for monitoring in the Preparation phase and in the Games Operations phase are different, so in this Technical Manual they are dealt with separately.

Continued on next page

Overview, Continued

IOC Games Management Approach Definition (continued)

Evaluating

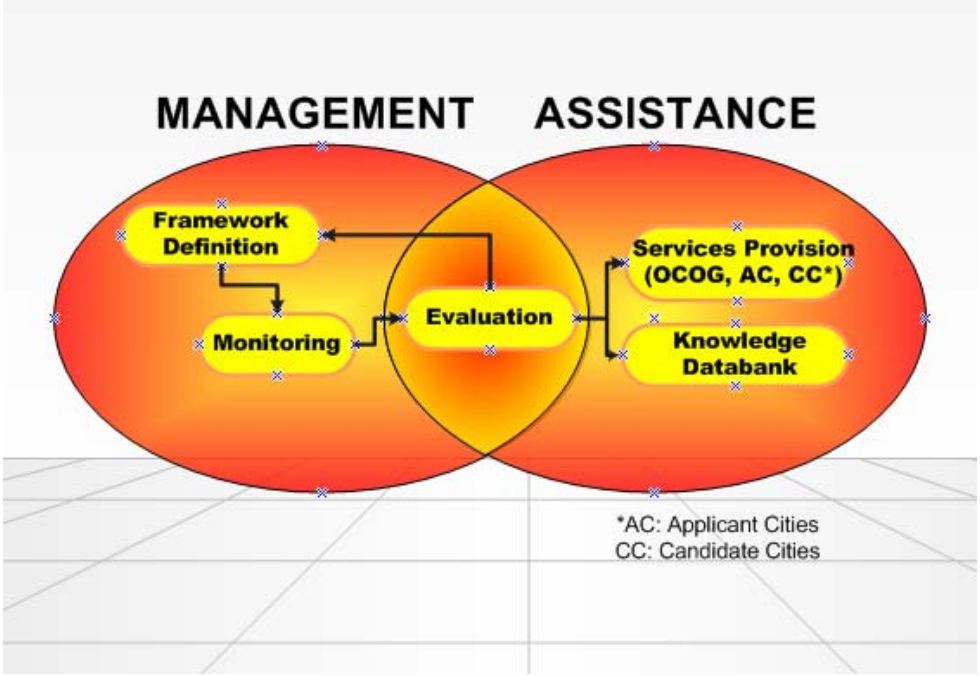
Apart from some on-going evaluation of the strengths and weaknesses of processes, the consolidated evaluation of the outcome of each Games takes place at the end of the project, followed by the necessary actions to improve the defined framework and processes.

Supporting – Assisting

This activity occurs throughout the whole process and across the range of IOC and OCOG and constituent groups' roles and functions. It includes the advising and guiding of the Organisers through dedicated services (particularly at the beginning of the project to explain the principles and the framework), assistance with the access to Olympic Games knowledge material, and project management support throughout the project.

The Evaluating, Supporting and Assisting activities comprise the **Olympic Games Knowledge Management programme.**

The graph below presents the IOC Games management approach.



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Overview, Continued

Paralympic Considerations

The IPC follows a similar management approach and is integrated in the process in many projects on different levels, as will be described in more detail in the following chapters on each element.

Another step in the process of particular importance for the Paralympics is the verification and refinement of the Paralympic profile and identity (as explained in Chapter 1). It is crucial that the Paralympic Games, as one of the core activities of the IPC, embodies and contributes to the values and vision of the Paralympic Movement.

This verification loop is crucial to foster and communicate a strong and coherent message which will help to maximise opportunities for raising awareness and promoting the sports for athletes with a disability.

Contents

This chapter of Manual contains the following topics:

Topic
Defining Framework
Monitoring during Pre-Games Phase
Monitoring during Games Operations Phase
Evaluating
Supporting - Assisting

2.1 Defining Framework

Overview

Introduction

The Olympic Games is undertaken within the framework set by and within the **IOC Official Guidelines (Olympic Charter, HCC, Technical Manuals, contracts, etc.)** provided to Games Organisers by the IOC, which set out guiding principles, specific deliverables required, expected roles, and advice.

In addition to the documents provided by the IOC, which also contain IPC guidelines, the IPC Handbook is provided by the IPC.

2.1.1 IOC Official Guidelines

Introduction

The IOC official guidelines are the documents (Olympic Charter, Host City Contract and Technical Manuals) provided by the IOC to the OCOGs that set the guidelines on what to deliver. The IOC's policy, the main guiding principles on various subjects, the precise guidelines and the expected OCOG role, obligations of the OCOG, and IOC recommendations based on experience gained from the past Olympic Games are included in the above documents.

Update of IOC Official guidelines

✕

When any IOC official guidelines are updated, the Organisers will automatically receive the most recent version. In accordance with the Host City Contract, the Organisers are required to adopt all relevant IOC changes to Official Guidelines made after the election of the host city, in close consultation with the IOC.

Characteristics and Format

Technical Manuals cover key functions of Games organisation. They often cross-reference other Technical Manuals. It is therefore appropriate and desirable for OCOG functional managers to read the manuals of closely related functions and consult with IOC counterparts on their roles and responsibilities. Confirmation and clarification of requirements between the IOC functions and the OCOG functions should take place at an initial briefing and on an ongoing basis as necessary. Technical Manuals follow a consistent format to facilitate the reading and understanding of the content.

Other Reference Documents

✕

In addition to the above, there are other documents which are important for the OCOG to reference. These include other major contracts (e.g. Joint Marketing Programme Agreement, Marketing Plan Agreement, existing sponsorship/TV rights contracts and guarantees provided during bid phase), the Candidature File and other commitments made by the host city during the bid phase, all of which the OCOG is obliged to deliver.

2.1.2 IPC Official Guidelines

Main Information
IPC

The IPC Handbook is the corresponding document for the IPC as the Olympic Charter is for the IOC. It contains: the constitution and by-laws, guiding principles and rules and regulations. It also contains some general principles related to the organisation of the Paralympic Games. The IPC Handbook is under revision and its latest version will be published in November 2005.

IOC Technical Manuals

The close IOC-IPC collaboration is also reflected in the Technical Manuals, as the Paralympic content is integrated in those documents. All function-oriented Technical Manuals (e.g. on Accommodation, Ticketing etc.) describe the common and different organisational elements for the Paralympic Games.

The underlying idea is that the manuals should be the most comprehensive and user-friendly. The way the manuals are written takes into account the OCOG structure and the combined Olympic and Paralympic responsibility of each OCOG function.

In addition, a separate Technical Manual on Paralympic Games has been developed which gives a general overview on the Paralympic project.

Updating Principles

In line with the IOC processes, the Paralympic guidelines are reviewed and updated after each Games edition in order to reflect the most recent developments.

2.2 Monitoring during Pre-Games Phase

Overview

Introduction

The Organisers meet with the IOC on a regular basis to report progress, discuss and resolve any issues, seek advice, and work with the IOC towards their common vision and objectives. A number of processes and tools are used to support these meetings, generate the agendas and ensure the use of common project management principles, methods and tools, and reporting principles. These management elements are presented in this section.

Overall OCOG Progress Reports

△ ×

As stated in the Host City Contract, the OCOG shall promptly provide oral and written reports in English and French on the progress of the preparation of the Games, including details on the financial situation and the planning, organizing and staging of the Games, whenever the IOC requests it to do so. Decisions taken by the IOC following such reports shall be acted upon immediately by the OCOG.

Other reporting Obligations

Due to their importance in Games organisation, additional obligations specific for Games management are outlined as follows:

Specific Reporting Obligations

△

OCOG Relationship with Host City/Country Public Authorities

Pre-Games and Games-time structures and interfaces (scope, responsibilities, ways of work, resources, reporting, etc.) with host city/country authorities to be submitted to the IOC at G-6 years (this information can also be included to the Games Foundation Plan), and G-1 years, and whenever requested or changed.

Project Management Principles and Methods

△

The Organisers must adopt similar project management principles, methods and tools (including reporting processes) as the IOC, facilitating consistency, timeliness and an efficient working partnership.

Continued on next page

Overview, Continued

Reporting Processes

There are three elements, or approaches, of the analysis of progress when monitoring and reviewing the status of a Games:

Technical Element

This includes all the technical matters the advisors and the IOC Games Management team follows up. There are two forms of meetings conducted to review the technical status of the project; the project review meetings and the technical meetings.

Clients Element

The IOC acts also as a representative of the Olympic Movement constituent groups and ensures that the levels of services and requirements expected and defined by them are known and respected by the Organisers. The representation meetings and the weekly conference calls cover the matters regarding these key clients.

Political Element

The Coordination Commission executives undertake the responsibility to follow up all political (government liaison and issues management) aspects of the Games organisation.

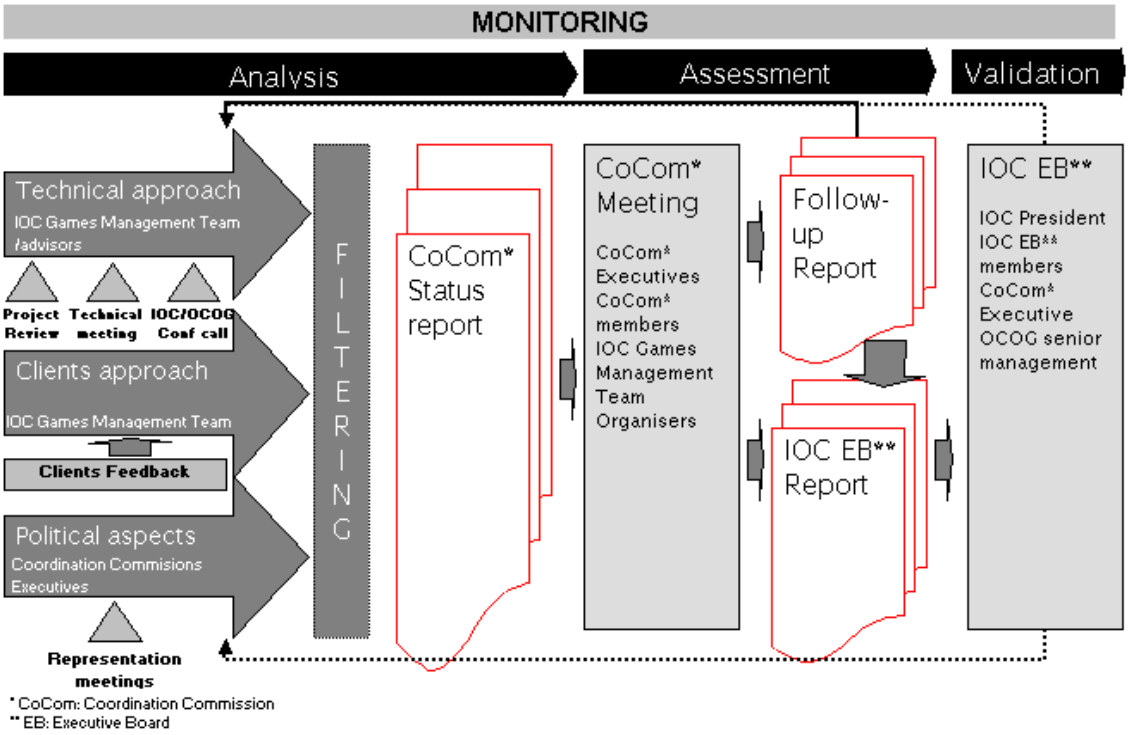
These elements are combined in the Coordination Commission status report, which highlights the main issues arising from the overall analysis of the status of the project, with emphasis on an examination of the Clients element (as a number of Coordination Commission members represent Olympic Movement entities).

Continued on next page

Overview, Continued

Reporting Processes (continued)

The chart below shows the reporting process followed by the Organisers and the IOC.



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Overview, Continued

Meetings

A summary of all types of management meetings which can take place between the Organisers and the IOC are presented in the table below, with further explanations provided in this section of the manual.

Upon request, the IOC Games Coordination section can provide samples of presentations and reports from OCOGs of past Games.

IOC GAMES MANAGEMENT FORUMS & REPORTING

	MEETING			PREPARATION				FOLLOW-UP			
FORUM	**PROGRAMME**	**AUDIENCE**	**FREQUENCY**	**STATUS REPORT**	**REPORT'S CONTENT**	**AUTHOR**	**DISTRIBUTION**	**FOLLOW-UP REPORT**	**REPORT'S CONTENTS**	**AUTHOR**	**DISTRIBUTION**
IOC SESSION	Presentation from the OCOG Comments / Presentation from the CoCom executives Questions and answers High Level Progress Report	IOC President, all IOC members, Coordination Commission executives, OCOG (presence during its report only) and media.	Yearly	**OCOG SESSION REPORT**	General background information on the Games' preparation Last major achievements Key issues faces and plans for resolution Video presentation Next steps	OCOG	EB members	**SESSION FOLLOW UP**	Follow up letter if OCOG is presented only to IOC Sessions or Conclusions are integrated into the IOC EB follow up letter	N/A	N/A
				COCOM EXECUTIVES TO IOC SESSION REPORT	High-level organisational aspects Items approved by the IOC EB Conclusions of the previous CoCom Next steps	CoCom executives	EB members				
IOC EXECUTIVE BOARD (IOC EB)	Presentation from the OCOG Comments / Presentation from the CoCom executives Questions and answers High Level Progress Report	IOC President IOC EB members CoCom executives OCOG (during their presentation only)	Quaterly	**OCOG EB REPORT**	Achievements Progress report Items for EB approval (obligations)	OCOG	EB members CoCom executives	**EB FOLLOW-UP LETTER**	Items approved EB decisions Priorities and action plan	CoCom executives	CoCom members OCOG Senior management IOC Games management team Organisers (if needed)
				COCOM EXECUTIVES TO IOC EB REPORT	Technical progress and Political aspects CoCom conclusions Issues and priorities	CoCom executives	EB members				
COORDINATION COMMISSION MEETING (COCOM MEETING)	**PLENARY SESSION** Key issues on the project Status of progress Service levels to the Olympic Movement constituent groups	CoCom executives CoCom members Organisers senior management IOC Games management team	Yearly until 4 years out then twice a year	**COCOM STATUS REPORT**	Functional dashboard Functional status reports Clients approach Venues construction status report	Organisers & IOC Games management team	CoCom members Organisers	**COCOM FOLLOW-UP LETTER**	Main conclusions & priorities and Key Actions	CoCom executives	Organisers Copy CoCom Members & IOC Games management team
				ORGANISERS PRESENTATIONS	Functional & projects presentations Achievements Obligations Issues Key tasks in the next 6 months	Organisers	Audience	**COCOM FOLLOW-UP REPORT**	Executive summary Outcomes and decisions Actions and recommendations	OCOG & IOC Games management team	Organisers Copy CoCom Members & IOC Games management team
	WORKING GROUPS Functional aspects or Clients services	CoCom executives CoCom members Concerned Organisers & IOC Games management team and advisors (ad hoc basis)		**COCOM PROGRAMME**	CoCom programme (logistics & agendas)	OCOG & IOC Games management team	Audience				
PROJECT REVIEWS (PR)	Functional status progress (high level) Achievements Issues&risks Next steps	CoCom executives IOC Games management team OCOG senior management Concerned Organisers	Yearly until 2 years out then twice a year	**PROJECT REVIEW AGENDA**	Functional priorities (delivarables, obligations) Specific projects	OCOG & CoCom executives IOC Games management team	Audience	**PR FOLLOW-UP LETTER**	Main conclusions & priorities	CoCom executives	OCOG Copy CoCom Members & IOC Games management team
								PR FOLLOW-UP REPORT	Executive summary Actions and recommendations	IOC Games management team	OCOG Copy CoCom Members & IOC Games management team
REPRESENTION MEETINGS	Priorities for the Organisation Major issues High level political decisions to be taken	Head of Government CoCom executives Organisers (if needed)	Ad-hoc basis	**BRIEF-POSITION PAPER**	Priorities for the Organisation Major issues Political decisions to be taken	CoCom Executive OCOG Senior management	OCOG & IOC	**FOLLOW-UP LETTER**	Decisions, Priorities Commitments	CoCom executives	State Government Organisers
OCOG/IOC CONFERENCE CALL	Status of progress on specific topics	IOC Games management team & OCOG	Monthly until 4 years out then twice a month	**CONF CALL AGENDA**	Issues and priorities Status of progress on specific topics	IOC Games management team	IOC & OCOG	**CONF CALL MINUTES**	Update of the IOC games tracker	IOC Games Coordination	IOC Games management team & OCOG
TECHNICAL MEETINGS (TM) / EXPERT VISITS	Detailed review of the project Obligations Priorities & Issues Action plan	IOC Function/expert & OCOG/Organisers Functions	Ad-hoc (according to the Master schedule or risk assessement)	**TECHNICAL MEETINGS AGENDA**	Achievements Detailed description of the project Priorities & Issues	OCOG/IOC Functions	IOC Games management team OCOG senior management Concerned Organisers	**TECHNICAL REPORT**	Main conclusions Risks and issues Priorities and next steps	IOC function/ experts	IOC Games management team & Concerned Organisers (if needed)

Tools

The meetings described above are supported by a number of tools and processes put in place to support effective follow up of the project. These are the IOC Master Schedule, the Games Tracker, and specific methodologies on Operational Risk Management, Planning, and Change Management.

Continued on next page

Overview, Continued

Contents This section contains the following topics:

Topic
IOC Session Meetings
IOC Executive Board Meetings
IOC Coordination Commission Meetings
Representation Meetings
Project Reviews
Technical Meetings
IOC/OCOG Conference Calls
IOC Internal Games Management Forums
Games Planning Process
IOC Master Schedule
Integrated Risk Management
Change Management
Other Tools (Games Tracker)
IPC Monitoring during the Pre-Games Phase (Meetings, Tools and Processes)

2.2.1 IOC Session Meeting

Overview

The IOC Session is the general meeting of the members of the IOC. As defined in the Olympic Charter, it is the supreme organ of the IOC. In order for all IOC members to receive a yearly update on the status of the Games preparations, a report is expected from all OCOGs at each IOC Session meeting.

For the Session, the OCOG will be requested to provide a report on the progress of Games preparations to the IOC members.

Audience
IOC President, all IOC members, Coordination Commission executives, OCOG (presence during its report only) and media.

Programme

The programme of the IOC Session meeting includes oral reports (presentation) from both the OCOG and the Coordination Commission executives.

Presentation for each Games' edition lasts up to 60 minutes (time is confirmed by the IOC prior to the meeting), and is structured as follows:

- Presentation from the OCOG: up to 30 minutes, including video
- Comments / presentation from the Coordination Commission executives: up to 15 minutes
- Questions and answers: up to 15 minutes

Continued on next page

2.2.1 IOC Session Meeting, Continued

Contents

OCOG Written Report

The OCOG will prepare a bilingual report (English and French) on the progress of Games preparations for the Session.

170 bilingual copies of this report should be sent to the IOC administration's office at the Session location so that it is received at least one week prior to the meeting and can be distributed by the IOC to the members upon their arrival.

In addition, an electronic copy of the report in both English and French must be sent to the IOC Olympic Games Department one week prior to the Session for content review.

The format of this report is the decision of the OCOG.

OCOG Oral Presentation

The OCOG presentation should include a high-level, overview on the Games' preparation progress in order to inform the IOC members, and is usually supported by material. The presentation should be structured as follows:

- General background information on the Games' preparation
- Last major achievements
- Key issues faces and plans for resolution
- Next steps

It is also recommended to show a short video highlighting the progress of the Games' preparation.

The OCOG that organised the last Games, and is in the dissolution phase, presents the main outcomes (financial, Games Official report) of the Games to the first Session following its Games.

Coordination Commission Executive's Oral Presentation

The Coordination Commission Chairman presents a high-level overview on the project. The overall presentation should include information on:

- High-level organisational aspects
- Items approved by the IOC Executive Board
- Conclusions of the previous Coordination Commission meeting
- Next steps

Continued on next page

2.2.1 IOC Session Meeting, Continued

Preparation

The table below explains the process followed by the organisers and the IOC for the preparation of the presentation on the Games progress to the IOC Session.

Stage	Description	Resp.	Timing
1	Send an invitation to the OCOG (including date and time of the presentation)	IOC Director General's office	-6 weeks
2	Write the Coordination Commission executives' written report to the IOC Session	IOC Olympic Games Dept.	-4 weeks
3	Send Coordination Commission executives' written report in French and English to IOC members	IOC Director General's Office	-4 weeks
4	Inform the IOC about the composition of the delegation (between 3 and 6 persons)	OCOG	-3 weeks
5	Send bilingual written reports to the IOC Session. An electronic version of the written report is sent to the IOC Olympic Games Department – report needs to be received one week prior to the meeting	OCOG	-1 week
6	Provide Olympic Games Department with presentation	OCOG	-1 week
7	Technical rehearsal of the presentation	OCOG	-1 day

Session Follow-up Letter

If an OCOG only presents to the Session and not to the EB, a letter is sent to the OCOG senior management, and the other organisers (if necessary) to advise them of the outcome of the Session meeting and to emphasise priorities. The IOC Coordination Commission members will also receive a copy of this letter for information.

Process

Stage	Description	Resp.	Timing
1	IOC Session follow-up letter sent to OCOG and organisers (copied to the IOC Coordination Commission members)	Coordination Commission executives	+1 week

2.2.2 IOC Executive Board (IOC EB) Meeting

Overview

The IOC Executive Board takes all decisions on and enacts all regulations necessary to ensure the proper organisation of the Games including:

- Validation of items proposed for approval by the OCOG
- Validation of recommendations made by Coordination Commission executives during their report
- Advice on and verification of the priorities and plans of action of the Organisers

The IOC Coordination Commission executives and the OCOG both present the status of the Games to the IOC Executive Board.

Audience

IOC President, IOC Executive Board members, Coordination Commission executives, OCOG (presence during its report only).

Programme

The programme of the IOC Executive Board meeting includes the OCOG, and Coordination Commission executives' oral report to the IOC Executive Board.

Presentation on a Games' edition is structured as follows and lasts up to 60 minutes (time is confirmed by the IOC prior to the meeting):

- Presentation from the OCOG: up to 30 minutes
- Comments / presentation from the Coordination Commission executives: up to 15 minutes
- Questions and answers: up to 15 minutes

Contents

OCOG Presentation

The OCOG presents to the IOC Executive Board to obtain validation for each important step of its organisation of the Games and to provide an update on general matters and progress and specific items as requested by the IOC.

This presentation should include information on:

- Obligations and items for approval by the EB
- Achievements and progress of the project and delivery of commitments
- Key specific tasks critical to the organisation's progress
- Any other information the IOC may specifically request

Continued on next page

2.2.2 IOC Executive Board (IOC EB) Meeting, Continued

Contents (continued)

Coordination Commission Executives Presentation

The Coordination Commission Chairman presents an overview and political (high-level governmental) aspects of the project and the OGED completes the report with a presentation on technical matters.

The overall report (written & oral) should include information on:

- Political aspects
- Technical progress
- Conclusions and follow-up from the previous Coordination Commission meeting
- Issues and priorities

The written report is also sent to the IOC Coordination Commission members.

Preparation

The table below explains the process usually followed by the Organisers and the IOC Olympic Games Department for the format of the Organisers' reports to the IOC Executive Board.

Stage	Description	Resp.	Timing
1	Decide whether a presentation is needed (in which format: live or video)	IOC Games Coordination /OCOG	-8 weeks
2	Send an invitation to the OCOG (including date and time of the report)	IOC Director's General office	-6 weeks
3	Write and compile the Coordination Commission Executives written report to the IOC Executive Board	Coordination Commission Executives/ IOC Games Coordination	-4 weeks
4	Send summary for every item to be proposed for approval to the Executive Board to the Olympic Games department	OCOG	-4 weeks
5	Send the bilingual (English and French) Coordination Commission executives' report to IOC Executive Board members	IOC Director's General Office	-4 weeks
6	Inform the IOC about the composition of the delegation (between 3 and 6 persons)	OCOG	-3 weeks
7	OCOG provides report to the IOC Games Coordination	IOC Games Coordination / OCOG	-1 week
8	Technical rehearsal of the presentation	OCOG	-1 day

Continued on next page

2.2.2 IOC Executive Board (IOC EB) Meeting, Continued

Submittal of Items for IOC EB Approval △

The OCOG must submit the items proposed for approval to the IOC OGED in advance of the IOC Executive Board meeting.

Follow-up to IOC EB meeting

EB Follow-up Letter

A letter is sent to the OCOG senior management, and the other Organisers (if needed) to advise them of the decisions taken by the IOC EB and to emphasise priorities. The IOC Coordination Commission members also receive this letter for information.

Process

Stage	Description	Resp.	Timing
1	IOC EB follow-up letter sent to OCOG and Organisers (copied the IOC Coordination Commission members)	Coordination Commission executives	+ 1 week

2.2.3 IOC Coordination Commission Meetings

Organisers Reporting to IOC Coordination Commission

△

The Coordination Commission shall meet with the Organisers (OCOG, public authorities, political representatives, and NOC) on a regular basis. During these meetings the Organisers shall report and present their progress on:

- Obligations
- Main issues related to the project
- Service levels to the Olympic Movement constituents groups
- Any other matter requested by the IOC

Overview

The Coordination Commission's focus at its meetings with the Organisers is primarily on the service levels to be provided to the Olympic Movement constituents groups and the main issues of the project.

As well as fulfilling a basic monitoring function with a minimum level of disturbance to the Organisers, the IOC sees these meetings as providing a maximum level of useful input and guidance to the Organisers.

In addition to this role of supervision and assistance, the Coordination Commission also represents the Olympic Movement through media activities and contact with the political leadership in the host country.

Audience

- Coordination Commission executives
- Coordination Commission members
- Organisers senior management (OCOG & Public Authorities)
- IOC Games Management team and advisors (ad hoc basis)

Public Authorities Participation

△

In their role as Organisers, Government representatives of the host country and host city attend and contribute to the work of the Commission, and adopt the same project management approach as the OCOG

Continued on next page

2.2.3 IOC Coordination Commission Meetings, Continued

Coordination Commission Programme

Coordination Commission meetings are organised jointly by the IOC Games Coordination Section and the OCOG, in the OCOG headquarters or in another location proposed by the OCOG. The programme usually lasts two to three days and is organised as described below:

Stage	Description	Resp.	Timing
1	**In Camera meeting:** composed of Coordination Commission executives, Coordination Commission members and the IOC Games management team (and any other constituent group representative or advisors if needed). The aim of this meeting is to brief and explain the status of the project to Coordination Commission members before the plenary session.	IOC	Day 1 2 hours
2	**Plenary Session:** The participants (Organisers, IOC Coordination Commission executives and members, IOC Games management team) receive presentations by the Organisers' senior management on the general structure and evolution of the OCOG, status of progress of Games preparations (general and specific projects), main issues and results of any other technical meetings held previously. The Coordination Commission executives and the Organisers' senior management lead the discussion at this plenary session.	IOC / Organisers	Day 1 2 to 3 Hours
3	**Clients/functional working groups:** To discuss specific detailed aspects of the project, working groups are organised, led by designated IOC Coordination Commission members, supported by any relevant IOCIOC Games management team plus relevant functions. Conclusions and actions plan decided during these working groups are presented at the Closing Session on the second day.	IOC / Organisers	Day 1 Depending on the subject

Continued on next page

2.2.3 IOC Coordination Commission Meetings, Continued

Coordination Commission Programme (continued)

Stage	Description	Resp.	Timing
4	**Venue tours** (as appropriate): Venue tours help the Commission members appreciate the state of progress at each venue	IOC / Organisers	Day 2 ½ Day
5	**Courtesy visits** (if appropriate)**:** The Coordination Commission will participate in Community visits (Non Governmental Organisations, community partners, etc.) for Games promotion purposes.	IOC/ Organisers	Day 2 ½ Day
6	**In Camera Debriefing meeting:** composed of Coordination Commission executives, Coordination Commission members and IOC (and any other client representative or advisors if needed). The aim of this meeting is to permit the Coordination Commission members to form considered judgments on the outcome of the meetings before the closing session.	IOC	Day 2 or 3 2 Hours
7	**Closing plenary session:** Main conclusions, follow-up action, and issues requiring further attention are discussed and agreed.	IOC/ Organisers	Day 2 or 3 2 Hours
8	**Press conference:** After each Coordination Commission, a Press conference is organised in the host city to report on project status and to promote the Games to local and international media.	Coordination Commission Executive / Organisers	Day 2 or 3 1 Hour

Continued on next page

2.2.3 IOC Coordination Commission Meetings, Continued

Contents

▸ **IPC**

Agenda

The agenda of the meetings is defined before the Commission meeting and focuses mainly on service levels to be provided to the Olympic Movement constituent groups and the key issues of the project.

The agenda for each meeting (subjects to be discussed during the Plenary meeting and different working groups) and the programme (IOC Coordination Commission members briefing social activities, press conference, logistics) are established jointly between the IOC and the OCOG two weeks prior to the Coordination Commission meetings. When unavoidable, late additions and amendments may be included.

Written Status Report

The preparation of the written Coordination Commission status report is a responsibility shared between the IOC and the Organisers. It includes:

- An evaluation of risks, named the "Dashboard", carried out jointly by the IOC and the OCOG. This document lists the level of urgency of each function and project as approved by the IOC OGED and the OCOG Chief Executive Officer.
- An overall assessment of progress by functions
- An overall assessment of progress by clients
- Venues and Infrastructure construction status report

The IPC also provides input for the preparation of this report on the main Paralympic-specific issues. The Olympic Movement constituent groups may also provide input to this report.

This report is based on the use of tools such as the Master Schedule and the Games Tracker.

Organisers' Presentations

Based on the agenda and subjects decided jointly, the Organisers should prepare their presentations with the following contents:

- Achievements since last Coordination Commission
- Unachieved obligations as well as obligations arising within the next six (6) months
- Major issues
- Key tasks in the next six (6) months

The Organisers' presentations should follow the recommended format and focus on matters defined in the meeting agendas, with the IOC Coordination Commission members receiving all reports and presentations in advance.

Continued on next page

2.2.3 IOC Coordination Commission Meetings, Continued

Contents (Continued)

Recommendations

- The reports produced for the Coordination Commission (before and after the meetings) should focus mainly on risk evaluation with relevant explanations and assessment of critical issues and key client service levels.
- The key issues of the project to be resolved during Commission meetings should be selected and documented in advance in the Coordination Commission status report or in the Organisers presentations.

Preparation

The IOC Games Coordination section will communicate with the OCOG prior to the Coordination Commission meeting to:

- Establish the programme of the meetings of the Coordination Commission (plenary sessions, functional or client working groups, venue visits)
- Prepare the Coordination Commission status report.
- Determine the agenda including subjects that should be presented by the Organisers during the Coordination Commission meetings.

The Olympic Games Executive Director is responsible for overseeing the administration process and supports the IOC Coordination Commission Chairman in this role. IOC Games Coordination Section undertakes the role of the secretariat for Coordination Commission executives.

Public Authorities Involvement △

Representatives of Public Authorities must also be formally included by the OCOG in the preparation and business of Coordination Commission meetings.

Continued on next page

2.2.3 IOC Coordination Commission Meetings, Continued

Preparation

The usual process for preparing the Coordination Commission meetings is outlined below:

Stage	Description	Resp.	Timing
1	Send draft Coordination Commission programme to the Coordination Commission members with confirmation of dates and location.	IOC Games Coordination	-8 weeks
2	Establish a joint risk evaluation (Dashboard) by function on the project jointly by IOC and OCOG.	IOC /OCOG	-4 weeks
3	Compile the Coordination Commission status report.	IOC/OCOG	-3 weeks
4	Approve the Coordination Commission status report.	Coordination Commission executives & OCOG senior executives	-2.5 weeks
5	Send Coordination Commission status report and final version of programme to Coordination Commission members and Organisers.	IOC Games Coordination	-2 weeks
6	Send Coordination Commission presentations to the IOC Games Coordination.	OCOG	-1week

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2.2.3 IOC Coordination Commission Meetings, Continued

Follow up to IOC Coordination Commission Meeting

Follow-up Letter

A follow-up letter is sent to the Organisers. This letter outlines critical issues and priorities, and decisions taken, focusing on the remedial plans and actions that should be undertaken by the OCOG, as decided during the Coordination Commission meeting.

Follow up Report

A report outlining the main outcomes and the decisions taken is prepared at the end of the Coordination Commission meeting. The IOC and the OCOG are jointly responsible for the production of this report.

The usual process of follow up is outlined below:

Stage	Description	Resp.	Timing
1	Draft follow-up Coordination Commission report: reports from IOC functions, including the conclusions agreed with their OCOG counterparts, are received and consolidated by the IOC Games Coordination Section	IOC	+2 weeks
2	Approval by both IOC and OCOG of the contents of the follow up report.	Coordination Commission executives/ OCOG senior management	+3 weeks
3	Coordination Commission follow up report sent to Organisers with copy to IOC Coordination Commission members and key Olympic Movement Entities	IOC Games Coordination	+ 3-4 weeks

Continued on next page

2.2.4 Representation Meetings

Overview

Representation meetings occur amongst the Coordination Commission executives, accompanied if necessary by the IOC President, with the Head of Government and relevant ministers of the host country, to help the Organisers achieve positive political decisions at high level if required and/or more generally to discuss the project.

Programme & Contents

The programme and agenda for these meetings are determined prior to the visit based on the political background to the project or major issues.

Preparation

Brief Position Paper

The Coordination Commission executives with the support of the OCOG senior management prepare a brief on priorities, major issues and any required political decisions. This brief may be sent in advance of the meeting to the Government representatives.

Follow up of Representation meetings

Follow-up Letter

A follow up letter is addressed to the Head of Government or relevant Ministers a few days after the meeting by the Coordination Commission executives, highlighting the decisions and commitments taken during the meeting. A copy is sent to the OCOG.

2.2.5 Project Reviews

Overview

The IOC Games management team meets regularly with the Organisers as required to review the overall progress of the Games and to provide assistance, advice and expertise.

Project reviews are high-level and comprehensive project progress meetings organised one a year until two years before the Games, and thereafter twice a year. This accelerating frequency reflects the increasing pressure and urgency of the project, as Games time approaches. The outcomes from these meetings become the basis of the reports that are produced for other, more formal meetings, i.e. the Coordination Commission meetings and provide input to the tools used for the daily follow up of the project.

Audience

The IOC and the OCOG decide on an ad-hoc basis their core team that will attend the presentations (Coordination Commission executives, OCOG senior management, IOC Games Coordination, OCOG Planning and Coordination, IOC Games management team, Public authorities, etc.)
The Coordination Commission executives and OCOG senior management lead these meetings.

Programme

The duration of a project review meeting depends on subjects to be discussed, but normally will take one or two days.

Prior to the project review meetings, the IOC specialised functions may meet with their OCOG counterparts to discuss in detail the topics to be included in the meetings' agenda.

Contents

Agenda

The agenda of the project review is established by the Coordination Commission executives in collaboration with the Organisers, and focuses mainly on:

- Presentations by OCOG functions identified by the IOC as having important deliverables, obligations or main issues
- Specific projects and priorities for the Organisers

Organisers' Presentation

For each presentation, the relevant OCOG function presents the status of progress on the following basis:

- Achievements and deliverables
- Main issues and risks
- Next steps
- Any specific topics requested by the IOC

Continued on next page

2.2.5 Project Reviews, Continued

Contents (continued)

Project review meetings provide the opportunity for the OCOG to raise potential risks, to discuss and receive advice from the IOC on how to resolve them, and to move forward with their planning.

Preparation

The preparation process for the project review meetings is outlined below:

Stage	Description	Resp	Timing
1	Project review dates agreed and communicated within the respective organisations	IOC Games Management team /Organisers	-4 weeks
2	Functional assessment is done to define items to be discussed during the Project Review	IOC Games Management team	-4-3 weeks
3	Agenda set-up (items + programme) proposed by the IOC and reviewed by the Organisers	IOC Management team /Organisers	- 3 weeks
4	Agenda communicated within respective organisations	IOC Games Coordination / Organisers	-2 weeks
5	Organisers prepare their presentation based on the project review agenda	Organisers	-2 weeks to -1 Day

Continued on next page

2.2.5 Project Reviews, Continued

Follow-up of Project Review Meetings

Project Review Follow-up Letter

After the meeting, the Coordination Commission executives address a follow-up letter to the OCOG senior management underlining the main conclusions and priorities.

Project Review Follow-up Report

A report outlining the main outcomes, actions and recommendations agreed during the project review meeting is prepared at the end of the meeting. Both the IOC and the Organisers are responsible for the production of this report.

Contents of Project Review Follow-up Report

- Executive summary
- Functional reports (actions and recommendations)

The usual process is outlined below:

Stage	Description	Responsible	Timing
1	Project review follow-up letter sent to the Organisers.	IOC Games Coordination	+1 week
2	Project review follow-up report: The IOC Games Coordination section receives and consolidates reports from the IOC Games management team	IOC Games Coordination	+ 2 weeks
3	Approval of the contents	Coordination Commission executives / OCOG	+ 3 Weeks
4	Project review follow-up report sent to OCOG and other Organisers if needed.	IOC Games Coordination	+ 4 weeks

2.2.6 Technical Meetings

Overview

Technical meetings are ad-hoc meetings between the IOC Games Management team and the OCOG functions, which are arranged at the request of one party to advise on a specific issue and/or to review the project in detail. They are approved by the OGED and OCOG senior management, and have no predetermined structure.

Audience

- Concerned IOC and OCOG functions
- External advisors and key Olympic Movement constituent groups may be also present

Programme

The relevant IOC functions and the OCOG functions jointly define the composition of a specific technical meeting. The concerned parties agree to the duration of the meetings and their frequency.

If necessary, venue tours can be organised as part of the meeting.

Contents

Agenda

The agenda of the technical meetings is established by the relevant IOC functions in collaboration with the OCOG functions and focuses mainly on:

- Detailed presentations by those OCOG functions identified by the relevant IOC functions as requiring detailed review and assistance.
- Specific issues

Organisers' Presentations

The items to be discussed could be:

- Detailed description of the project (including obligations and deliverables)
- Achievements to date
- Priorities and issues
- Action plans

Preparation

Technical meetings may take place in the IOC headquarters in Lausanne or in the host city. There is no specific process to be followed for the preparation of these meetings. However, both the OCOG and the IOC should though consider combining these meetings with other assistance meetings taking place as part of the Games Knowledge Management Programme. It is up to the OCOG and the IOC to properly prepare these meetings.

Continued on next page

2.2.6 Technical Meetings, Continued

Follow-up to Technical Meetings

Technical Report

Following a technical meeting, the IOC functions:

- Prepare the technical report, establishing the priorities, outlining actions and raising issues and potential risks
- Brief the OGED, based on the contents of the report
- Send report to the OCOG if relevant or useful

2.2.7 IOC/OCOG Conference Calls

Overview

The IOC/OCOG conferences calls allow the IOC Games management team and the OCOG to have frequent updates and exchange information about the progress of the project. They are usually scheduled every month until four years before the Games, and thereafter twice a month. The OGED and the OCOG senior management lead the conference calls. Due to its regularity dates can be planned in advance, on the same day and hour.

Content

The content of the IOC/OCOG conference calls is as follows:

- Main issues and priorities affecting the Games
- Updates on projects
- Other subjects as relevant (forthcoming visits, general information etc,)

Preparation

The preparation process for the IOC/OCOG Conference Calls is outlined below:

Stage	Description	Resp.	Timing
1	Agenda is proposed and agreed with the OCOG.	IOC Games Coordination / OCOG	-3 days
2	Agenda sent to the participants	IOC Games Coordination /OCOG	-2 days

Follow up to IOC/OCOG Conference Calls

The follow up of the IOC/OCOG conference calls is described below:

Stage	Description	Resp.	Timing
1	Minutes are prepared approved by the IOC and OCOG two days after the conference call.	IOC Games Coordination	+ 2 days
2	Input agreed actions into Games Tracker	IOC Games Coordination	+3 days

2.2.8 IOC Internal Games Management Forums

Introduction

In addition to the joint meetings with the Organisers, the IOC Games management team meet regularly to:

- Make decisions
- Resolve issues
- Provide cross functional information and updates
- Prepare for upcoming meetings

Types of meetings

The main types of meetings are:

Weekly Games Coordination Meeting

The weekly Games coordination meetings are internal weekly meetings that provide a status overview (risk evaluation, update from technical meetings, upcoming obligations, important information, preparation of future meetings) of all Games. These reviews are undertaken with the OGED and the IOC Games management team.

Cross-functional meetings

The ad hoc cross-functional meetings take place with participants from different IOC functions to manage cross-functional topics, share key information and establish common action plans.

2.2.9 Games Planning Process (GPP)

Introduction

The IOC has a recommended planning process to be applied to deliver the Games. This methodology is called the Games Planning Process. The GPP:

- Supports the Organisers in successfully addressing the Games challenges
- Incorporates best practice and lessons learned from a number of prior Organisers
- Assists the IOC and the IPC in the follow up of the project through the establishment of a high level roadmap.

The Games Planning Process should be adapted to fit the context of the specific OCOG and host city.

Games Planning Process (GPP) Definition

The high-level process that describes the evolution in Games planning during the lifecycle of the Games Organisers from foundation through to dissolution is called "the Games Planning Process" (GPP), as defined in the Official Core Terminology for the Olympic and Paralympic Games.

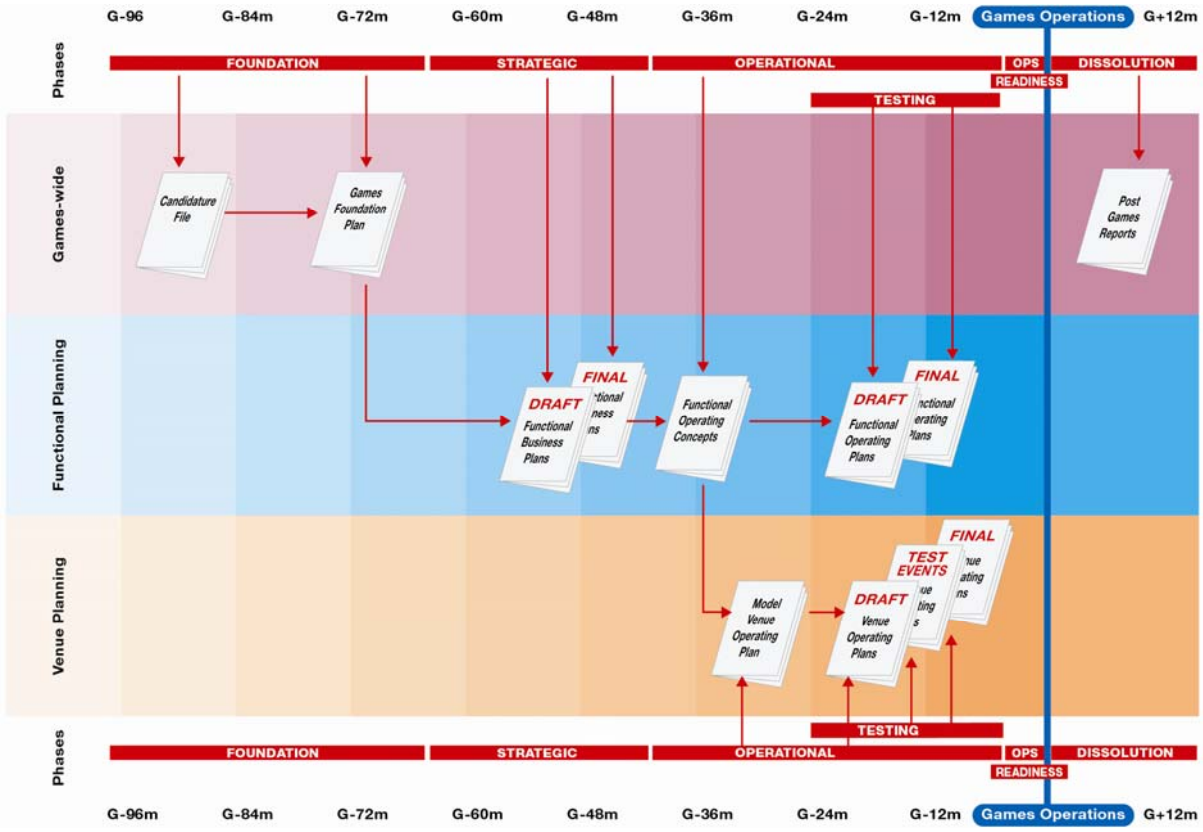
The GPP consists of seven phases, producing six major outputs. It comprises two main planning streams: functional and venue as shown in the following diagram.

Continued on next page

2.2.9 Games Planning Process (GPP), Continued

Link with Candidature phase

The Games Planning Phase focuses on the preparation phase of the Games. However, as illustrated in the chart below, the first output of this process – the Games Foundation Plan – should be based on the Candidature File produced during the candidature phase. It is important to ensure proper transition from the candidature phase to the Games preparation phase and continue the work the Bid Committee has done. It is recommended that the key functional staff (i.e. head of functions) remain on board (from the bid committee to the OCOG) so as to ensure smooth transition.



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2.2.9 Games Planning Process (GPP), Continued

Games Planning Process (GPP) Structure

The GPP is structured in seven phases, follows two main planning streams and produces six main outputs, as follows:

Phases

- Foundation
- Strategic
- Operational
- Testing
- Operational Readiness
- Games Operations
- Dissolution

Planning Streams

- **Functional planning** is the planning that would occur in any organisation. It is the planning undertaken by functions that exist within the OCOG. It clearly defines important facts about each function and aims to define the functions' operations during the Games.
- **Venue planning** is the planning that will define the operations within all specific Games time venues.

Before the functional and venue planning begins, initial work needs to be done by the Organisers to define the main framework of Games organisation. This usually occurs in the first one and a half years following the OCOG's foundation.

Outputs

- Games Foundation Plan (including the General Organisation Plan, the Games Master Schedule and the GPP)
- Functional Business Plans (Draft and Final versions)
- Functional Operating Concepts
- Functional Operating Plans (Draft, Test Events and Final)
- Model Competition Venue Operating Plan
- Venue Operating Plans (Draft, Test Events and Final)

Continued on next page

2.2.9 Games Planning Process (GPP), Continued

Phases

The main phases of the Games project are:

Foundation Planning (approx. G-98 months to G-66 months)

This is the initial phase for the Games Organisers beginning as soon as the Host City is selected. In this phase the OCOG is incorporated, the Board is formed, senior management staff are recruited, the need for Games-related legislation is identified, the corporate governance structure is selected and the vision of the Games is defined. The Organisers focus on Games-wide organisation and produce the Games Foundation Plan (including the General Organisation Plan, the Games Master Schedule and the Games Planning Process).

Strategic Planning (approx. G-65 months to G-42 months)

When the foundation has been established and the structures have started operating, the Organisers need to concentrate on defining the organisation's strategy. Strategic planning is the phase where a disciplined effort of decision-making and action is undertaken to shape and guide what the organisation is, what it does, and why it does it, with a focus on the future. In this phase, the organisation is ready to concentrate on the strategic planning of the OCOG's functions. The outcome of this phase is the Functional Business Plans.

Operational Planning (approx. G-41 months to G-6 months)

Within this phase, the OCOG evolves progressively through more detailed planning for Games operations, according to an agreed structure, timeline and methodology, designed to move the organisation towards a state of readiness to deliver the Games. For much of this period, the focus is on Functional Planning, when each function develops its Functional Operating Concept. In the latter part of this phase the organisation adds a venue-based focus. Outputs during this phase are Functional Operating Concepts, Model Competition Venue Operating Plan, Functional Operating Plans and Venue Operating Plans.

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2.2.9 Games Planning Process (GPP), Continued

Phases (continued)

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Testing (approx. G-24 months to G-6 months)

The testing phase comprises the pre-Games events and activities held for the purpose of testing facilities, personnel and operations before the Games. It overlaps with the operational planning phase and includes both competition and non-competition events and/or tests. The main cluster of the competition test events are generally held approximately at G-12 months. These competition test events are defined in agreement with the relevant International Federation as described in the Olympic Charter. Functional testing (non-competition tests enable specific functions to test parts of their operations not already tested in the competition test events) is essential to prepare and progressively trial and improve systems and services. Therefore, a number of non-competition tests are conducted, typically during the same period as the competition test events.

Operational Readiness (approx. G-5 months to G-1 months)

The final phase of preparing to implement the plans, incorporating simulation exercises and rehearsals to fine-tune delivery.

Games Operations

A period of time beginning with the opening of the Olympic Village and training venues and finishing with the closing of the Paralympic Village. This phase includes the Olympic Games Period, the transition period and the Paralympic Games period.

- **Olympic Games Period**: The period of time beginning with the opening of the Olympic Village and training venues and ending with the closing of the Olympic Village.
- **Transition Period**: The period of time beginning with the closing of the Olympic Village and ending with the opening of the Paralympic Village and training venues. During the period, the Organisers should make the necessary changes required to deliver the Paralympic Games.
- **Paralympic Games Period**: The period of time beginning with the opening of the Paralympic Village and training venues and ending with the closing of the Paralympic Village.

Some functional areas are in operations mode prior to this phase, i.e. Torch Relay, Accreditation, etc.

Dissolution

Although this is not a planning phase, it is listed to acknowledge that there is an important phase following the delivery of the Games, during which venues are reinstated and returned to owners, the required reports are completed and other post Games activities occur before the OCOG is dissolved.

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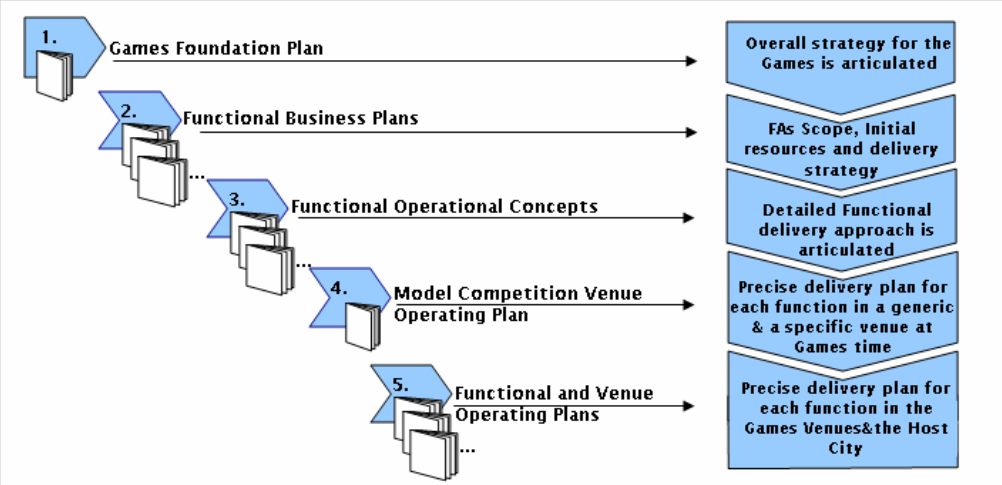
2.2.9 Games Planning Process (GPP), Continued

Gradually Developing Detail

The recommended outputs of the Games Planning Process (GPP), at each step culminate in the minute-by-minute plan for Games Operations.



Outputs from each phase should serve as the main reference for planning; the content of these outputs will be further refined during the next planning phase and/or sometimes overturned by events outside the Organisers' control (e.g. the need to substantially raise security levels following an international terrorist incident). For the specific outputs definitions please see **attachment 1:**

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Definitions of the GPP Outputs

OUTPUTS	GAMES FOUNDATION PLAN	FUNCTIONAL BUSINESS PLANS	FUNCTIONAL OPERATING CONCEPTS	MODEL VENUE OPERATING PLAN	FUNCTIONAL OPERATING PLANS	VENUE OPERATING PLANS
What it is (in a nutshell)	Goals & roadmap for the organisers (and host city/country)	Goals & roadmap for the functional area	Statement of Games-time operations for the functional area	Standard approach venue operations, example of how a venue will be run during the Games	Definition of Games-time operational role & deliveries for the function outside the venues	Defines how venue operations occur
In plain language	"where we want to go and how will we get there"	"where the Functional Area wants to go and how it will get there"	"what the Functional Area will do Games-time & delivery approach"	"How a venue will run at Games-time"	"How the Functional Area intends to operate at Games-time"	"How venues will run at Games-time"
Focus	**Games-wide**	**Functional Planning Stream Pre-Games operations (initial reference to Games Operations)**	**Functional Planning Stream: Games Operations**	**Venue Planning Stream Integration of functional Games operations**	**Functional Planning Stream Detailed Games operations outside the venues**	**Venue Planning Stream Detailed Games operations in a venue**
Definition/ Purpose	A document that sets the overall objectives of hosting the Games; puts forth how the host city will be organised to achieve these goals (i.e. some of the key elements included are the General Organisation Plan describing the organisations that will be involved, legal nature of entities involved [OCOG and non OCOG] and the OCOG's internal structure); an overall roadmap (Master Schedule) for the effort; a statement of accounting principles and the GPP.	A group of documents that sets the overall objectives of the specific functional areas; puts forth the organisations that will be involved in achieving the functional area's goals, internal & external organisation; quantifies required resources; provides an overall roadmap (Functional Schedule) for the functional area's effort	A group of documents that allows the functional area to describe its Games-time operations; gives an overall picture of (the functional area's) operations; aids clarity of functional area's purpose; is a basis for obtaining feedback and finally consensus among stakeholders (internal or external) involved in delivering or who will be using the functional area's services	Two documents that detail the operations in a generic venue and in a specific competition venue. The first document defines the standard venue concepts (including a high-level description of how a generic competition venue will operate, physical structure of the venue, the venue command, control and communication, key phases of operation, role of functional areas, generic venue team structure, generic venue block plan and affinity diagram), while the second document applies the standard concepts to a specific venue. The venue is selected by the OCOG as appropriate for modeling	A group of documents that outlines specifically how each functional area runs at Games-time; concentrating on functional area's operations outside the venues (functional area's operations inside the venues are identified in the venue operating plans); describing the functional area's Games-time structure, developing the functional area's policies and procedures; it explains how the functional area team will interact and how it will fit in the Games command, control and communications structure	A group of documents that outlines specifically how each venue runs at Games-time; identifying appropriate policies and procedures; explaining the venue layout and the resources required to run the venue; defining who is responsible for undertaking what within the venue and how they will do it; how the venue team will interact and how it will fit in the Games command, control and communications structure
Gradually developing detail	**Overall strategy for the Games articulated** One document . --- It discusses the OCOG 's organisation mission, objectives and organisation (initial functional areas' scopes and objectives defined) and relations with the other organisers (Host NOC, Public Authorities)	**Functional area scope, initial resources, strategy delivery** **Group of documents.** --- **They concentrate on the scope for each Functional Area (reviewing the scope and objectives described in Games Foundation Plan) and the steps (planning, strategic choices) needed during the preparation period - i.e. a business plan of how to do the job during the preparation phase.** --- **At the same time, Games-time planning is initiated for the first time in the Games Planning Process. The functional area starts defining Games-time concepts (what is to be delivered during the Games-time, where, from whom)** **This information will be reviewed further in the process.**	**Detailed functional area delivery approach** **Group of documents** --- **They concentrate on the Games-time role** **Review the initial concepts put in place and finalise them (what is to be delivered during Games-time, where, by whom) and add an extra layer of detail - the "how" it is going to be delivered.**	**Precise delivery approach of each functional area in a generic & specific venue at Games-time** Two documents --- Venue operations Games-time principles that can be applied in every venue --- Taking and integrating the information developed in the Functional Operating Concepts of what, where, by whom and how services will be delivered adding more detail when needed (policies and procedures development by each functional area for within venue operations).	**Precise delivery of a functional area during Games-time** Group of documents --- Add another detail from the Functional Operating Concepts on how the operations will be delivered concentrating in the areas outside the venues (i.e. catering, procedure of how they bring and load the food and supplies in the venue) and how the Functional Area overall will work (link of all different management areas in one command centre)	**Precise delivery of a functional area during Games-time within the venues** Group of documents --- Application of Model Venue Operating Plan to each venue with adaptation based on each venue's specifications.
INDEX	GAMES WIDE PLANNING	FUNCTIONAL PLANNING	FUNCTIONAL PLANNING	VENUE PLANNING	FUNCTIONAL PLANNING	VENUE PLANNING
Documents Sections						

2.2.9 Games Planning Process (GPP), Continued

Use of GPP
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- The OCOG should present the Games Planning Process it intends to follow as soon as possible, but in any event not later than a year after the OCOG's foundation (G-5.5 years for the Summer Games, G-5 years for the Olympic Winter Games) to the IOC and IPC.

- The OCOG shall submit to the IOC a Games Foundation Plan for its prior written approval as soon as possible, but certainly not later than a year after the OCOG's foundation (G-5.5 years for the Summer Games, G-5 years for the Olympic Winter Games). Key elements of this plan are:

  - The General Organisation Plan,
  - The first version of the IOC Master Schedule
  - The GPP
  - And a statement of the accounting principles

All subsequent changes to such Games Foundation Plan (General Organisation Plan, IOC Master Schedule, and GPP) shall be submitted to the IOC for approval.

2.2.10 IOC Master Schedule

IOC Master Schedule

Mission

The IOC Master Schedule is a proactive management tool designed to serve the IOC Games Management team and the Organisers in their role of managing Games preparations. This tool enables the evaluation and follow-up of the Games preparation progress, and includes all key deliverables for the Games. A generic version of the IOC Master Schedule is provided to the Host Cities by the IOC. Following a development process by the OCOG and the IOC, this Generic Master Schedule is adapted to the specific Host City context.

This tool translates the IOC's vision as the event owner and can be used as a base to:

- Produce reports
- Ensure all obligations and other key functional deliverables in areas are tracked
- Standardise the preparation processes
- Manage the project proactively

Objectives

The purpose of the Master Schedule is as follows:

- Supervises and assists the Games preparation activities by:
  - Setting targets, responsibilities and deadlines
  - Outlining contractual obligations (including technical obligations)
  - Assisting in Games Operational Risk Management (used as a basis to identify risks)
  - Providing visibility to the project
  - Providing guidelines and recommendations
  - Providing a "road map" for the project that reflects the Organisers evolution (multi-dimensional presentation)
  - Producing synthetic reports (such as risk analysis, status of project progress by function, clients, tasks for completion, etc.)
- Enables the IOC and the Organisers to agree on the translated IOC Vision by
  - Establishing common methodology
  - Agreeing deliverables
  - Ensuring closer collaboration between the two sides
  - Affording a basis for the production of common documents such as the Coordination Commission reports
- Provides an "easy to use" planning tool and improves planning culture within the IOC and the OCOG

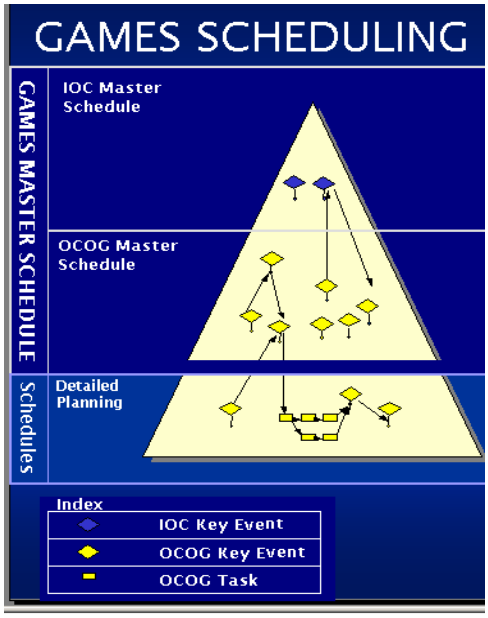
Continued on next page

2.2.10 IOC Master Schedule, Continued

Relation with the Games Master Schedule and Other Schedules Produced by the OCOG

The Games Master Schedule

The Games Master Schedule is the project management tool used by the Organisers and the IOC to manage Games preparations.



It includes a number of key deliverables the Organisers and the IOC need to track strategically. The Games Master Schedule can be presented as a pyramid, with the first high-level information being the IOC Master Schedule, and the second level of information being the OCOG Master Schedule.

At the base of this pyramid are the detailed schedules developed by each OCOG functions that include all the planned tasks. The development approach is top-down and starts just after the OCOG's foundation. This is further defined in the second part of this manual.

Continued on next page

2.2.10 IOC Master Schedule, Continued

Key Characteristics

Overview

The IOC Master Schedule is a proactive project management tool that includes a list of Key Events. A Key Event is a deliverable that should be monitored. For example:

- **Obligations:** These are all deliverables prescribed in the IOC official guidelines that the Organisers must deliver. As an example, the OCOG must submit to the IOC Executive Board for approval the rate card list of items, prices, terms and conditions.
- **Recommendations:** These are deliverables that do not fall into the previous category (obligations) but are strongly recommended by the IOC Games Management team. These can be:
  - **Standards:** These are the deliverables that comprise a step of a standard process that is applicable for a group of management areas. For example, for all operational functions a standard key event is the delivery of the Functional Business Plan.
  - **Specifics:** These are the deliverables specific to an area/function that are recommended by the IOC and/or are critical Key Events for the success of the Games. For example, within the Games Workforce Functional Area a key specific Key Event is the "Launch of volunteers' recruitment process". This is not a contractual obligation nor a standard but it is a key delivery to ensure the right impetus is given to the volunteer recruitment programme.

Key Events are organised in a specific way, categorised within a specific management type (Functional Area, Creative Elements, Venues, Clients Management, etc.), and then split within specific management areas (accommodation, accreditation, etc.), which allow the standardisation of processes and facilitates the governance of the project.

Users

- IOC Olympic Games Coordination section (Key users and administrators)
- IOC specialised functions (content owners and users).
- Organisers

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2.2.10 IOC Master Schedule, Continued

Development Process

IOC Master Schedule - First step of Development

The first development that the OCOG undertakes is the adaptation of the IOC Master Schedule to the specific OCOG context.

The IOC has a generic version of the IOC Master Schedule, which includes Key Events with a generic date and context. One of the OCOG's first deliverables is the adaptation of the IOC Master Schedule.

The following table describes the process of establishing the Master Schedule.

Stage	Description
1	IOC provides to the OCOG the generic version of the IOC Master Schedule
2	IOC provides recommendations and assistance on adopting the IOC Master Schedule to the host city context
3	Discussion and agreement of adaptation
4	OCOG Planning & Coordination Function agrees content with existing OCOG functions
5	IOC Games Coordination agrees with IOC specialised functions on any changes proposed by the OCOG
5.a	If a request for change refers to an obligation or any other significant matter, the IOC Games Coordination will communicate and agree to the change with Coordination Commission executives.
6	IOC Games Coordination and Organisers produce the first version of the IOC Master Schedule and provide it to the IOC for approval

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2.2.10 IOC Master Schedule, Continued

First Version of IOC Master Schedule (MS) △	• The draft of the first version of the IOC Master Schedule must be completed and submitted to the IOC six months after the OCOG foundation, and shall include all obligations and take into account the work being done during the bid phase. • The first version of the IOC Master Schedule should be part of the Games Foundation Plan to be submitted to the IOC at the same time as the Games Foundation Plan (G-5.5years for an Olympic Summer Games, G-5 years for an Olympic Winter Games).
Process for Master Schedule Updates △	The OCOG and the IOC undertake joint regular reviews of the IOC Master Schedule once or twice a year. During this process, any proposed changes must be agreed by both parties and approved by the IOC. The OCOG shall submit to the IOC, as part of the regular progress reporting, regular updates of the IOC Master Schedule (at least once every year at first, and then every six months over the remainder of the 7 years, or at any other time upon request by the IOC). All updates of the Master Schedule must be signed off by the OCOG senior executive (Chief Executive Offices and/or Chief Operating Officer).
Review of IOC Master Schedule Excerpts for Coordination Commissions & Other Meetings △	The IOC Master Schedule serves as reference for the Coordination Commission status report produced for each Coordination Commission meeting. Therefore, all Key Events relevant to the period of the meeting must be reviewed and discussed in detail between the OCOG's Planning & Coordination Function and the IOC Games Coordination. The IOC may undertake a review of the Master Schedule at any time upon request.

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2.2.10 IOC Master Schedule, Continued

Change Management Process △

A change management process is established that enables both organisations to manage the contents of the Master Schedule if a change needs to be implemented between the regular reviews.

The change management process to follow is described below:

Stage	Description
1	OCOG or IOC functions identify changes
2	Change Management request completed
3	Change management request provided to the IOC Games Coordination Section and the OCOG Planning and Coordination Function
4	Interfaces are checked
5	IOC Games Coordination Section discusses with relevant IOC functions and agrees change and/or Planning and Coordination Function discusses with relevant OCOG functions to agree change
5.a	If a request for change refers to an obligation or any other significant matter, the IOC Games Coordination communicates and agree to change with Coordination Commission executives and other relevant Olympic Movement constituent group – if needed (i.e. any IF related obligations).
6	Approval is granted or denied
7	Information is provided to necessary parties
8	Updates on Master Schedule are recorded
9	Master Schedule Change management log file is updated
10	Updated Master Schedule is distributed to all relevant parties

2.2.11 Integrated Risk Management

Overview

As mentioned earlier, the main principles of the IOC Games management approach are to minimise risks and maximise opportunities.

IOC Integrated Risk Management

Olympic Games Risk Management is a management methodology. It identifies, analyses, and responds to Olympic Games related risks and opportunities. It helps to minimise the consequences of unfavourable situations and to maximise the results of positive practices.

All the activities/projects undertaken by the IOC within the Games management framework target the risks minimisation and opportunities maximisation.

Approaches

The IOC Integrated Risk Management methodology is split into the following three approaches:

- **Future Management:** This approach uses a methodology which is called Risk & Opportunity Management (ROM). This methodology allows the identification and management of risks and opportunities on different topics that are important for the Games preparation at specific moments in the life cycle of the Games. It is a proactive method that identifies information in advance.
- **Daily Management:** These are tools, processes, and practices established for identifying and managing all risks that appear on a daily basis when monitoring the Games progress and operations.
- **Crisis Management:** This is a set of policies, procedures, processess and tools that are applicable during the whole Games project lifecycle but with the main emphasis on Olympic Games Period, which enables the IOC to manage crisis situations when they arise.

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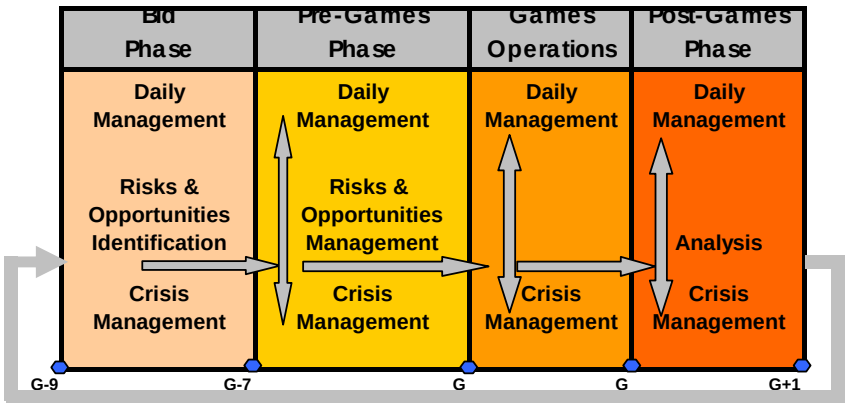
2.2.11 Integrated Risk Management, Continued

Approaches (continued)

The Integrated Risk Management is a dynamic process that applies during the whole Olympic Games project lifecycle in the following manner:



Future Management (ROM methodology)

ROM applies during the pre-Games phase at two levels:

- **Risk:** with the main objective of preventing risk and minimising the consequences of unfavourable situations
- **Opportunity:** with the main objective of ensuring that the opportunities come to realisation and of maximising the benefits of positive experience

Key Principles

- ROM applies in key moments in the Olympic Games project
- It is organised in the form of a workshop, where selected specialists from the IOC, OCOG and external advisors participate
- Risks and opportunities are identified, analysed and actions are defined to mitigate risks and achieve opportunities.
- Results are integrated into the IOC Games Management tools

This process starts in the bid phase and ends with the end of the operational readiness phase.

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2.2.11 Integrated Risk Management, Continued

Daily Management

Daily management is part of the day-to-day IOC management process. It consists of a set of tools, procedures, and processes applied to efficiently monitor the status of progress for the Organisers, including:

- Achievements
- Short term risks
- Agreed action plans that manage long term risks
- Issues

It concentrates in the management of the every day issues and deliverables.

Crisis Management

Crisis Management puts the IOC in a position to:

- Prevent known risks from becoming incidents and crises
- If incidents do occur, prevent them from becoming crises
- If crises do occur, minimise the impact on the Olympic Games and Movement

Games Time Crisis Management

A specific Games-time Crisis Management Plan is jointly prepared by the Organisers and the IOC for each Games. While the Games time Crisis Management applies during the Games Period (a period between the opening and closing of Olympic Village), the work of preparing the organisations involved starts eight months before Games. It is mainly an activity performed by the IOC and by the Games Organisers.

2.2.12 Change Management

Scope Change Management

The management of changes to the scope is a key aspect of monitoring any project. For the Olympic Games, the IOC has established a scope change management process.

Circumstances can arise whereby the Organisers will see the need for a change of scope in the Games Project. Proposed changes in the Organisers' commitments/obligations must be submitted for approval to the IOC Department of Olympic Games, which decides whether the changes should be approved by the Coordination Commission or, where very significant changes of scope are proposed, by the IOC EB. The process that needs to be followed by the Organisers in seeking approval for changes is outlined below.

Scope Log

IOC Games Coordination section may have a spreadsheet ' log' of each Games edition that includes the main scope elements of each Games as described in the Candidature File. Any changes approved are registered in this file including the date a change has been approved, the forum that approved the change, and the change of scope.

Continued on next page

2.2.12 Change Management, Continued

The process for requesting a change in the agreed scope of the Games is described below:

Stage	Description
1	IOC function and OCOG counterpart recognise the potential change and discuss it.
2	OCOG submits change management request with the justification and an evaluation of impact (risks, consequences) of this change of scope to the OGED.
3	OGED reviews proposal, recommends acceptance or not, and next steps.
	3.1 If matter concerns the IF, the OGOG agrees and discusses with the relevant IF. 3.2 IF agreement granted 3.3 OCOG informs OGED to propose next steps
4	OCOG submits changes to the IOC Coordination Commission for approval.
	4.1 IOC Coordination Commission approves 4.2 IOC Coordination Commission escalates issue for approval to the IOC EB
5	Approval granted.
6	Approval registered on meeting minutes.
7	IOC Games Coordination Section registers change of scope in the scope log.
8	IOC Games Coordination Section informs relevant IOC Departments of any updates in IOC Official guidelines and/or tools.

Approval for All Changes of Scope △

The IOC Coordination Commission must approve all changes of scope. In the case of any matter that the Coordination Commission is unable to resolve, or in respect of which any party refuses to act in accordance with its decision, it forthwith reports such matter and the full circumstances thereof to the IOC Executive Board, which shall make the final decision. The Olympic Games Executive Director oversees the administration process for approval.

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2.2.13 Other Tools

Games Tracker

The Games Tracker is the tool used by the IOC Games Management team to follow the Games project on a daily basis. The information included is based on the Master Schedule and any follow up actions from previous coordination meetings or conference calls that require special attention.

This is a tool managed by the IOC Games Coordination Section, in consultation with IOC functions, and allows the establishment of the different agendas for the IOC-OCOG conference calls and the project reviews. It is updated weekly. Examples can be provided by the IOC Games Coordination section, upon request.

2.2.14 IPC Monitoring during Pre-Games Phase

General Overview on OCOG Progress Reports
△ ▸ IPC

The OCOG shall forward to the IPC on a regular basis (approximately half-yearly) reports in English on the progress of the preparation of the Games, including details regarding the planning, organising and staging of the Paralympic Games. The timing for these reports should coincide with the IPC Governing board meetings.

Overview on Paralympic Monitoring/Reporting Activities

The monitoring of the working progress with regards to the Paralympic Games is based on the following elements:

Activity	Description
Report to IPC Governing Board	Periodic written report and presentation to the IPC Governing Board on progress, issues, points for approval and upcoming key milestones.
Updates for IOC Coordination Commission	Report to the IOC Coordination Commission includes Paralympic information in all areas of Games organisation. The report should be integrated and also be presented in the relevant working group during the Coordination Commission meeting.
Technical Meetings	The IPC administration, with its advisors, will conduct meetings on an ad-hoc or needs basis to address technical matters or to follow-up on any points arising from the Coordination Commission or Governing board.
Games Planning Process	The Paralympic preparation follows the same planning process as the Olympic Games. The documents and templates used at the different stages of the process include Paralympic chapters to be filled in by the OCOG functions where applicable.
IPC Master Schedule	Key Events related to the Paralympic Games will allow the IPC Coordination who to provide guidance and track the progress of the OCOG with regards to certain pre-defined key deliverables.

Continued on next page

2.2.14 IPC Monitoring during Pre-Games Phase, Continued

IPC Governing Body
- **IPC**

The IPC Governing Body is the body that enacts all regulations necessary to ensure proper organisation of the Paralympic Games. It is headed by the IPC President, and consists of IPC Governing Board members.

The OCOG reports to the IPC Governing Board in order to obtain approval for each important step of their organisation of the Games. The OCOG should include the following elements in the presentation:

- Update on progress, highlighting achievements and challenges
- Major meetings and communication with stakeholders involved in the preparation
- Identification of major upcoming key milestones

The OCOG should submit elements for approval (to be submitted to the IPC CEO at least 3 weeks prior to the presentation)
The presentation can be done in person during the Board meeting or via videoconference. It should be no longer than 40 minutes, followed by 15-20 minutes of questions that the IPC Governing Board may raise. The presentation should involve Paralympic staff as well as OCOG senior executives.

Before the OCOG addresses the Governing Board, the IPC Coordination Commission Representative, the IPC Chief Executive Officer and the Paralympic Games Coordination Director will introduce the subject to brief the Board on the general situation, Games context and any key issues.

The process for the preparation of these meetings, the obligations being followed up and the programme definition is similar to the IOC Executive Board preparation process.

Continued on next page

2.2.14 IPC Monitoring during Pre-Games Phase, Continued

IOC Coordination Commission
▶ **IPC**

The IOC Coordination Commission includes an IPC representative as a full member of the Commission. This person can be accompanied by the relevant IPC support staff during the Coordination Commission meeting. This representation will ensure that Paralympic-specific aspects in the preparation phase are appropriately addressed.

The IPC as part of the Coordination Commission follows the same process with the IOC in regard to prepare the IOC Coordination Commission meeting and ensure the Paralympic aspects of the Games are supervised as explained in the IOC Coordination Commission meetings previously.

Some important aspects to highlight are as follows:

- In order to reflect the OCOG way of working, the report prepared for the Coordination Commission should include Paralympic information directly in each respective function together with the Olympic information. These issues should be addressed in the corresponding working groups or side-meetings of the Coordination Commission
- The report should include a Paralympic section to cover Paralympic specific information. These topics may then be dealt with in a Paralympic working group or side-meeting, where appropriate.

Technical Meetings
▶ **IPC**

Technical Meetings between the IPC technical staff and the OCOG have no predetermined structure. They are arranged at the request of one party to advise on a specific issue and/or to review the project in detail. The preparation and follow up process of these meetings are similar to the ones the OCOG has with the IOC.

In certain instances where appropriate, the Technical Meetings may be scheduled around the time of the IOC project reviews to provide additional input from a Paralympic perspective.

Continued on next page

2.2.14 IPC Monitoring during Pre-Games Phase, Continued

Games Planning Process
△ ▸ **IPC**

The Games Planning Process incorporates the needs of the Paralympic Games. The various planning documents contain Paralympic sections, and the IPC is also part of the review cycles related to the Games Planning Process.

Paralympic Foundation Plan

The OCOG is obliged to create a comprehensive global Paralympic foundation plan to ensure the successful planning, preparation and operations of the Paralympic Games. This plan should provide an overview of the Paralympic Games project in the OCOG planning cycles and ultimately lead to operational readiness to host the Paralympic Games. This can be part of the respective Olympic Games Foundation Plan, but should clearly distinguish and address the elements listed below for the Paralympic Games. As the Olympic plan it should be presented no later than 5.5 years prior to the Games.

Areas that require particular Paralympic Games emphasis include:

- Identify and define all involved parties and authorities in the Games
- Understand the Paralympic Family network and develop plans on how to interact with all related constituents
- Clearly outline the key obligations, deliverables and priorities for the Organisers (including first draft of IPC Master schedule)
- Develop a mission statement and vision for the Paralympic Games
- Define the management, decision making and reporting structures to ensure close integration with the Olympics and efficient working processes
- Identify key strategic choices to be made and potential challenges to be faced
- Highlight the main operational and scope differences to the Olympic functions and
- Identify opportunities and success factors for the Paralympic Games which can make a positive contribution and leave a sustainable legacy for the host city/country (in sports, and also in the social and cultural sphere)

Continued on next page

2.2.14 IPC Monitoring during Pre-Games Phase, Continued

IPC Master Schedule

▶ **IPC**

The Games Master Schedule includes information on the Paralympic Games. The IPC works with the IOC to develop the IPC Master Schedule, which constitutes one of the main Paralympic Games Management Tools.

An integrated approach of bringing together both the IOC and IPC Master Schedules into a single document – the Games Master Schedule - incorporating all milestones has been applied by past OCOGs and is strongly recommended for any future OCOG.

This model will considerably facilitate the preparation of documents and reports to the Coordination Commission, as well as the day-to-day collaboration between the IPC, IOC and the OCOG.

2.3 Monitoring during Games Operations Phase

Overview

Introduction

During the Games time the IOC Olympic Games Operations Management is structured as described in section Games Time: IOC Games Organisational model and organised around the GCO.

During this period, a number of important meetings take place that manage and resolve Games related issues.

The IOC GCO provides centralised information, coordination, and reporting, and supports these meetings and the overall decision-making system, thus enabling the IOC to fulfil its duties regarding Games operations. It uses a number of tools and processes to support its operations.

On the other hand, the Organisers have as the nerve centre of their operations the Main Operations Centre (MOC). These two coordination centres communicate and cooperate intensively.

This chapter provides the necessary information for the GCO, the processes and tools used, as well as the key regular meetings and conference calls that take place during the Games time between the Organisers and the IOC Games Management team.

A similar management approach is adopted by the IPC, with their technical staff being organised in a GCO.

IOC GAMES TIME MANAGEMENT FORUMS & REPORTING

	MEETINGS			PREPARATION				FOLLOW-UP			
FORUM	SUBJECT	AUDIENCE	FREQUENCY	STATUS REPORT	REPORT'S CONTENT	AUTHOR	DISTRIBUTION	FOLLOW-UP REPORT	REPORT'S CONTENTS	AUTHOR	DISTRIBUTION
DAILY COORDINATION MEETINGS	Overview of Games Operations Issues and actions plan	IOC EB Members CoCom Executives Olympic Movement entities representatives OCOG senior executives	Daily meeting during the Games	COORDINATION MEETING AGENDA	General information & Activities Important issues reported Status of actions agreed in the previous meeting	IOC GCO & OCOG MOC	Audience	COORDINATION MEETING MINUTES	Important information given Action plans Weather forecast	IOC GCO validated with CoCom executives and OCOG senior management	Audience IOC Games management team OCOG MOC
GCO/MOC CONFERENCE CALL	Activities information Issues new or still pending Action plans	GCO & MOC	Games-time: 4 times/day Pre-Games time (D-10 to D-1): 2 times/day Soft GCO opening (D-35 to D-10): 1 time/day	CONF CALL AGENDA	Extraction of the IOC issue tracker Issues and information reported during the day	IOC GCO	MOC	ISSUE TRACKER	Update of issue tracker Action plan decided	IOC GCO	IOC Games management team OCOG MOC

Contents

This section deals with the following topics:

Topic
Daily Coordination Meetings
GCO (Issue Tracker, policies and procedures, Incident and Crisis Management Plan)
Organisers Main Operation Centre (MOC) – GCO (GCO) conference calls

2.3.1 Daily Coordination Meetings

Overview

The management forum overseeing Games-time operations is the Daily Coordination Meeting, at which the IOC EB and the Coordination Commission executives meet with the Organisers.

The Daily Coordination meeting takes place every day from the Opening Ceremony to the Closing Ceremony, in the IOC Official Hotel. This is the first senior management contact of the day between the IOC and the OCOG, and it gives both parties the opportunity to be fully informed on developments in Games operations, to manage and resolve major issues that may emerge, and to monitor and prepare to deal with the potential risks that may lie ahead in coming days.

Attendance

The meeting is led by the IOC President and attendees are:

- Executive Board members
- Coordination Commission executives
- OCOG Senior executives
- Key Olympic Movement Entities representatives (IF, NOC, Athletes representative, IOC Members Delegate)

The IOC Directors and the Managers of Games Operations functions may also attend.

Programme

The programme of the Daily Coordination Meeting usually follows the following order.

Stage	Description	Resp	Timing
1	Opening by IOC President	IOC	5min
2	Report by OCOG President	OCOG	5min
3	Report by OCOG Chief Executive Officer and/or Chief Operating Officer (report + list of issues)	OCOG	15min
4	Report by OGED	IOC	5min
5	Report by key Olympic Movement Groups representatives	IOC	10min
6	IOC President Conclusions	IOC	5min

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2.3.1 Daily Coordination Meetings, Continued

Contents

Agenda

The agenda for the Daily Coordination Meeting is proposed by the Games Coordination Office (GCO) and the Main Operations Centre (MOC), and approved by the OGED and the OCOG senior management.

Status Report

The report provided by the OCOG includes the following information:

- General information (operations, important statistics, events, programme, weather)
- Information collected from the previous day, list of issues raised and agreed by the IOC and/or the OCOG, which need to be discussed during the meeting.
- Information provided on the status of actions agreed in the previous Daily Coordination Meetings.

Preparation

The table below describes the process for the agenda definition:

Stage	Description	Resp	Timing
1	Decide during an evening conference call the items that need to be raised during the meeting	MOC/GCO	-1 day
2	Complete the list with a cover page to give general information	GCO	-1day
3	Approval of the agenda by the OGED and OCOG senior management	IOC/OCOG	-1 day
4	Agenda distribution during the meeting	GCO	Day

Continued on next page

2.3.1 Daily Coordination Meetings, Continued

Follow up of Daily Coordination Meeting

Daily Coordination Meeting minutes are prepared by the GCO, including:

- Important information given during the meeting
- Action plan for unresolved issues
- Points raised by key Olympic Movement entities representatives
- Weather forecast

The minutes are distributed to the audience, IOC functions and OCOG MOC according to the following process:

Stage	Description	Resp	Timing
1	Prepare the minutes of the meeting, highlighting the issues to be solved and the decisions taken.	GCO	Meeting + 1 hour
2	OGED and OCOG senior management approve the meeting minutes	IOC/ OCOG	Meeting + 1 hour
3	Minutes distributed to concerned people	GCO	Meeting + 1 hour

2.3.2 Games Coordination Office (GCO)

Overview

A Games Coordination Office (GCO) is set up by the IOC Olympic Games Department, to ensure IOC Games-wide operations coordination during the Games operation phase.

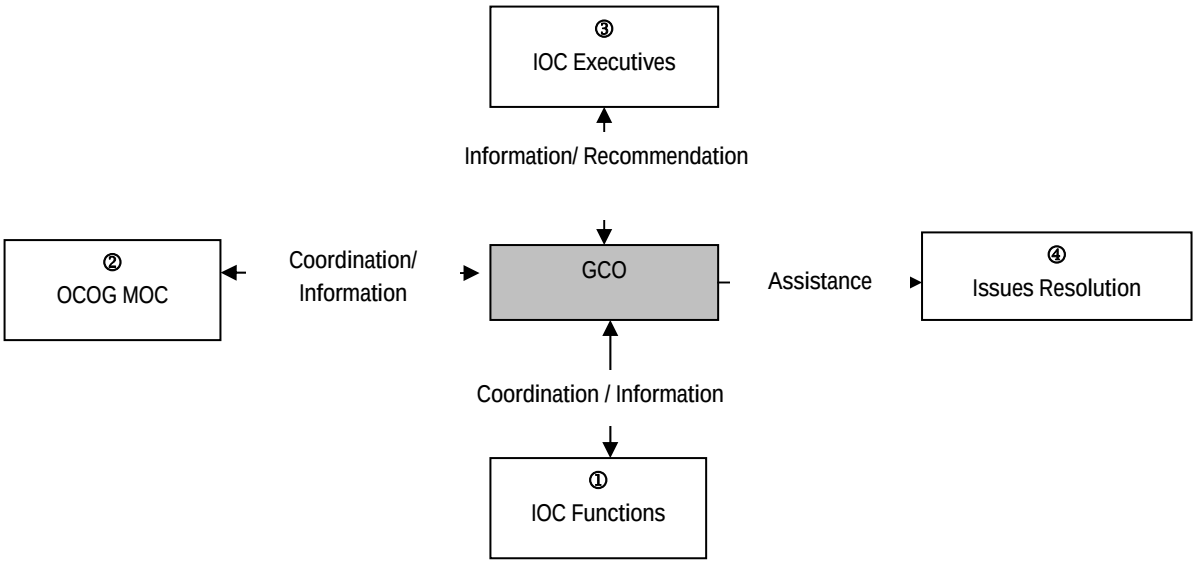
Mission

The mission of the IOC GCO is to provide centralised information, coordination, reporting and to support the decision-making system, enabling the IOC to fulfil its Games operations responsibilities.

Main Responsibilities

The main responsibilities of the IOC GCO can be categorised as follows:

- Prepare and follow-up the daily IOC/OCOG coordination meeting
- Provide a central contact point for interaction with the Organisers' MOC
- Collect information about each issue coming to the attention of the GCO, and register it in the IOC Issue Tracker
- Brief IOC Coordination Commission executives, IOC functions and Olympic Movement constituent groups on the issues, actions and decisions taken on an ongoing basis.
- Ensure the general overview and coordination of any other IOC Games operations related programmes, such as the Observer's programme.



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2.3.2 Games Coordination Office (GCO), Continued

Tools

GCO Issue Tracker

The Issues Tracker is a tool specifically built for the Games time that allows the GCO to consolidate any pending issues with an impact on the service levels for the Olympic Movement entities, the IOC's image and any pending follow up actions. The issues registered are categorised as issues, incidents or crises and allowing the IOC to make decisions.

The information contained in the issue tracker derives mainly from the MOC issue tracker and the IOC Games management team.

The GCO manages the Issues Tracker. It is used as the basis of communication with the OCOG MOC, with the IOC functions, and for the establishment of the daily coordination meeting agendas.

The table below outlines the main elements of the tool.

STATUS REPORT	CONTENTS	MANAGEMENT	USERS
IOC ISSUE TRACKER	Reporting by IOC functions, OCOG MOC, Information Issues Incidents Crises	GCO	IOC & OCOG

Planning and Development of the GCO & IOC Games management team operations

The IOC begins preparing its overall operations as an organisation for a specific Games one year before the Games. Part of the IOC global operations plan includes a section that describes the way the IOC Games management team interacts with the OCOG during Games-time.

This plan defines the decision-making process to ensure that the key players will understand, analyse and define proper action plans to manage normal Games time operations, an incident and/or crisis. It includes two main parts:

- Normal operations plan
- Crisis Management plan

Continued on next page

2.3.2 Games Coordination Office (GCO), Continued

Planning and Development of the GCO & IOC Games management team operations (continued)

Mission

The aim of this section is to provide an agreed mechanism for the IOC (and, where appropriate, jointly with the Games Organisers to effectively and efficiently:

- Define working principles, processes, and methods between the IOC and the OCOG in normal Games-time operations
- Prevent known risks, threats and issues from becoming incidents and crises
- If incidents do occur, prevent them from becoming crises, and

If crises occur, prevent them from descending into worst case outcomes to minimise the impact on the Olympic movement

Development

The IOC with the OCOG begins preparing and updating this plan for Games time operations one year before the Games. This joint work requires:

- The establishment of a common project plan with tasks assigned to both the IOC and OCOG,
- To develop and define management principles for normal and crisis operations, operational policies and procedures as well as contingency plans, etc., in close cooperation with the OCOG
- Setting up communications and decision making structures, flows of information

Joint Games Operational Readiness Exercise

Part of the preparation process are the Games operational exercises that usually take place between the Organisers and the IOC to define, test and adapt common policies and procedures put in place.

2.3.3 MOC/GCO Conference Calls

Overview

The GCO will interact regularly with the MOC to obtain regular briefings arising from venues or functional areas that are relevant to the IOC for information or action.

This contact enables the GCO to follow up the actions decided during the Daily Coordination Meeting that are to be undertaken by the OCOG.

Conference calls are organised in different sequences during the various GCO operational phases.

GCO Operations Phase	Period	GCO-MOC Contacts
Soft Opening – GCO operates in IOC Headquarters	G-30 days to G-10 days	One (1) contact
Pre-Games Opening -GCO opening in host city	G-9 days to G-1 days	Two (2) contacts per day
GCO Games-Time – GCO Operations in host city	Games Time	Four (4) contacts per day
GCO closure	G+1	IOC operates in preparations phase mode
No operations	Transition and Post Games Period	IOC operates in preparations phase mode

The timing of the conference calls that take place during Games time is as follows:

- Before the Daily Coordination meeting
- Mid-day for brief on decisions
- Afternoon
- Evening, before leaving and to prepare the morning Daily Coordination meeting
- Ad-hoc if needed.

Follow-up of GCO/MOC Conference call

Following the conference call, the GCO updates the Issue Tracker based on the discussion. At the end of the day, the GCO sends the latest version of the Issue Tracker to the MOC and IOC Games management team for information.

Other Conference Calls

Some of the IOC Games specialised functions (Sport, Technology, Medical, Marketing) also hold conference calls with the OCOG relevant functions daily during the Games time. After these conference calls the IOC Games specialized functions report to OGED any significant matters, actions or issues. The outputs of these conference calls are also provided to the GCO to update the issue tracker.

2.3.4 IPC Monitoring during the Games Operations Phase

Daily Coordination Meeting

▶ **IPC**

The Daily Coordination Meeting, at which the IPC Governing Board meets with the Organisers, is the management forum that oversees Paralympic Games Operations.

It takes place daily, from the day of the Opening Ceremony to the day of the Closing Ceremony of the Paralympic Games, in the IPC Official Hotel and has a similar role to that of the Olympic Games Daily Coordination Meeting. The OCOG IPC Hotel Venue Team undertakes the meeting logistics.

Attendance

The meeting is led by the IPC President and attendees are:

- Governing Board members
- IPC Chief Executive Officer
- OCOG senior executives
- Key Paralympic Movement entities representatives

Other IPC senior staff may also attend depending on the issues on the agenda.

The preparation and follow up process is similar to that of the Olympic Games Daily Coordination Meeting (see section on Daily Coordination Meetings)

Continued on next page

2.3.4 IPC Monitoring during the Games Operations Phase, Continued

IPC Games Coordination Office (GCO)
▶ **IPC**

The GCO supports the general IPC operations at Games time and serves as a coordination centre providing support to the major constituents, including IPC departments, IPC CEO, and the IPC Games Coordination Commission.

The key services of the GCO are:

- Communication
- Coordination
- Issue escalation and resolution
- The key operational interface with the Main Operations Centre (MOC) of the OCOG.

This role, coupled with the pre-defined communication channels, provides a comprehensive view of the Paralympic Games and as such it represents a centralised "one stop shop" for issue resolution and operational information.

The regular interaction with the MOC allows regular briefings, from venues or functions that are relevant to the IPC for information or action. This contact will also enable the GCO to follow-up the actions, decided during the Daily Coordination Meeting, that are to be undertaken by the OCOG. The frequency and timing of the meetings is similar to those described in the section in the corresponding Olympic section on the GCO.

Tools

Issue Tracker

The IPC GCO utilises an issues database similar to that used by the IOC, to register all issues and actions to be undertaken, and to support the overall IPC games operations in follow up actions.

2.4 Evaluating

Overview

Introduction

To ensure the long-term viability of the Olympic Games, each edition of the Games must be evaluated and assessed in order to implement changes and improvements for the future. As part of the IOC philosophy to safeguard the future of the Olympics, and maintain the Games as a successful event organised in an efficient and productive manner, an integrated process of evaluation takes place for each Games.

The evaluation process spans across all Games editions, is conducted in both the pre-Games and post-Games phases, and is incorporated into the management and assistance activities performed by the IOC. However, only the evaluation conducted in the post-Games phase provides the complete picture of the Games, and allows for final conclusions to be drawn. It is critical to analyse all aspects of the Games at this important stage, and identify the key lessons for subsequent Games.

The post-Games analysis and evaluation is conducted on different levels and from different perspectives. This chapter describes the IOC approach to the evaluation of each Games edition, including the programmes and activities conducted during this process.

Contents

This chapter contains the following topics:

Topic
Post-Games Evaluation
Conclusions from Games Knowledge Reports
Games Debriefing
Olympic Games Official Report
Olympic Games Global Impact (OGGI) Study
Evaluating the Paralympic Games

2.4.1 Post-Games Evaluation

Context

The post-Games phase contains several initiatives, which are carried out to analyse and draw conclusions from the Games. Considering the relatively short timeframe in which a large number of activities are running in parallel for the IOC, the OCOG and all constituent groups, the IOC has a process in place to coordinate and consolidate all the various parts.

This process is crucial for the proper transfer of all key lessons and conclusions from the Games for future Organisers, and represents invaluable input to further develop and enhance the IOC Games management approach and the Olympic Games in general. This analysis is a key component of the IOC's long-term objectives, and provides the opportunity for the IOC to undertake corrective measures and improve existing processes and tools.

Evaluation Activities

The data and analysis for the evaluation phase come from many different sources, including:

- Games Knowledge Reports (produced by the OCOG)
- Games Debriefing
- Olympic Games Official Report
- Olympic Games Global Impact study (OGGI)
- Reports, Surveys and Observation from all other constituent groups (IOC, IFs, NOCs, Athletes, etc.)

Continued on next page

2.4.1 Post-Games Evaluation, Continued

Concept

All the various evaluation activities are generally related to one of the following two processes:

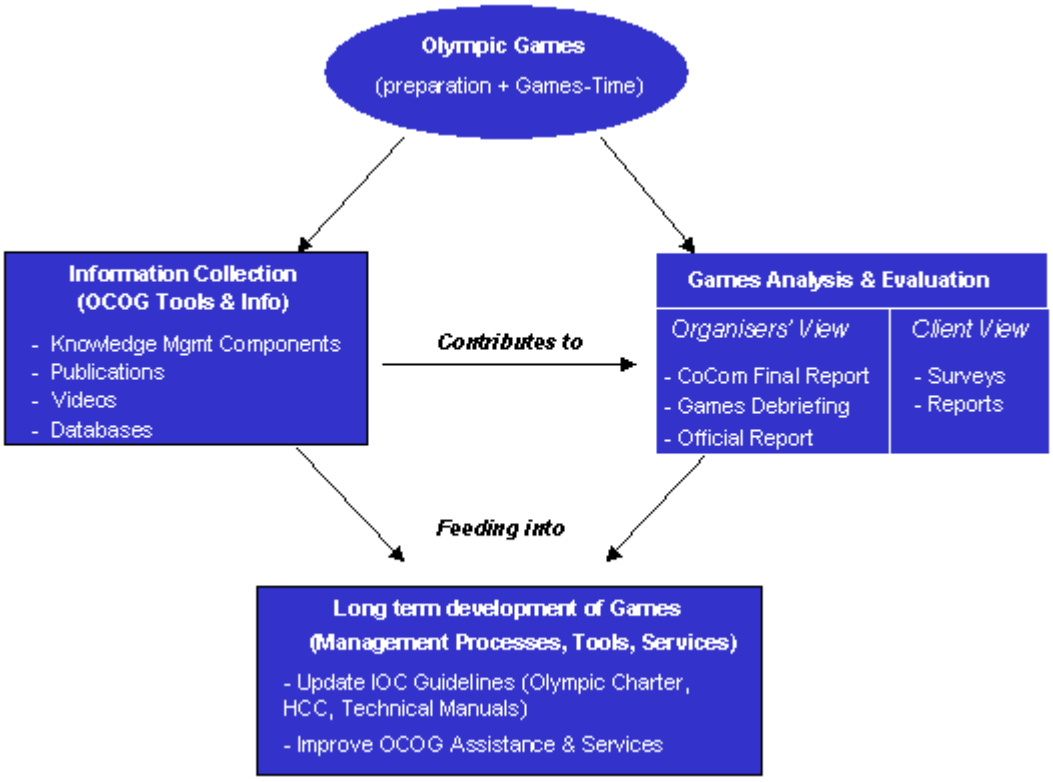
1. Analysis and evaluation of the Games (from internal and external perspectives)
2. Information collection required for analysis or transfer of knowledge

The analysis is conducted from both the "*inside-out*" perspective of the Organisers (principally the OCOG, but also the IOC as event owner), as well as the "*outside-in*" perspective of the different constituent groups (IFs, NOCs, Media, etc.). The feedback of the clients and participants represents a key factor in determining the success of the Games.

Information collection plays an important role in capturing data and knowledge from the Games. This not only facilitates the evaluation, but also provides useful input for future Games Organisers.

Illustration of Evaluation Process

The chart below illustrates the concept and the link between the different parts:



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2.4.1 Post-Games Evaluation, Continued

IOC Post Games Analysis & Evaluation

✕

Integration of Key Conclusions

The Olympic Charter requires that the IOC, through the Coordination Commission, carries out an analysis relating to the organisation of the Games and to report to the IOC Executive Board.

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. These changes, following the necessary approval process, are then incorporated into the official requirements for Games organisation, and define the framework for future Olympic Games. This final step completes the circle for the IOC Games Management approach.

Collaboration of All Constituent Groups

In order to get a complete view of the Games experience, the post-Games evaluation must take into account the input and feedback from all constituent groups and parties involved in the event. Feedback comes from the following groups/activities:

- Games Organisers (OCOGs and public authorities)
- IOC (members, administration, advisors)
- IFs
- NOCs (including athletes)
- Sponsors
- Observer's (Future OCOGs, WADA, Sport Programme Commission, etc.)
- Other reports
- Various debriefings
- Various surveys, questionnaires, and statistics collection

2.4.2 Conclusions from Games Knowledge Reports

OCOG Reports as Part of Evaluation Process

The first step of the evaluation process for each Games consists of the reports created by the OCOG. As explained in the following section on Supporting – Assisting, each OCOG is required to complete Games Knowledge reports as part of the Knowledge Management process. These reports allow for the collection of key data, strategic decisions, and analysis for all elements of Games organisation. As these reports cover each specific function, each venue, each sport, as well as a high-level summary from senior management, this information represents a first-hand analysis and evaluation from the Organisers themselves.

Integration into Overall Evaluation

These reports and the main lessons and recommendations should be included into the overall process of Games evaluation. This ensures that the complete perspective of the Games Organisers is covered in the post-Games analysis phase.

Preparation of Final Version of Knowledge Reports

The final version of these reports should be submitted to the IOC within two months after the conclusion of the Paralympic Games. As the final conclusions of these reports include both planning and Games-time analysis, the writing of these reports may even begin during the pre-Games phase, as many of key decisions have already taken place. The reports should follow the templates as provided by the IOC.

2.4.3 Games Debriefing

Objectives of Games Debriefing
✕

As outlined in the Host City Contract, following each Games edition the OCOG is required to give an official presentation to the IOC, and in the presence of the OCOG entrusted with organising subsequent Olympic Games in 4 years time. The presentation is the official Games Debriefing, and includes a summary and evaluation of the experience of the Games Organisers, forming an integral part of the wider post-Games analysis and information collection of the Games. This is a forum to exchange Games experience and discuss major conclusions with future Organisers. This process thus represents an ideal occasion to transfer valuable knowledge and expertise, and helps ensure the successful continuation of the Olympic Games.

Benefit for Future OCOGs

This Debriefing serves as one of key component of the overall Games Knowledge Management programme created by the IOC, allowing for a direct transfer of knowledge for the benefit of future Games Organisers. The event is valuable to future Organisers as their presence and participation represent a unique learning experience and a direct contact of actual experience for all areas of Games organisation. In addition, it allows the opportunity or the host OCOG to hold a high profile meeting in the city, in order to maximise the attendance and learning experience for all personnel and staff involved with Games organisation.

Dates

The Games Debriefing takes place approximately 2-3 months after each Games edition, depending on the local host city context, and schedule of the various participants. The timing should allow for the right balance between leaving enough time for all preparatory work to be completed, and staging the meeting early enough before the departure of key staff from the presenting OCOG.

Continued on next page

2.4.3 Games Debriefing, Continued

Debriefing Participants and Roles

Each OCOG should ensure that the right level of staff (i.e. a mixture between senior executives and technical staff) attend the relevant sessions according to the final programme of the debriefing.

The participants in the Debriefing are as follows:

Participant	Role
Presenting OCOG	The presenting OCOG that just concluded its Games as main content provider and presenter in all sessions.
Host OCOG	The OCOG which will deliver the next Games as host and technical organiser of the Debriefing (host city and national government representatives should also be included).
IOC	IOC with both staff and advisors where appropriate, as responsible for defining the concept and establishing the programme of the Debriefing.
IPC	To cover the Paralympic component of the Games.
Other OCOGs	All other current OCOGs (both Summer and Winter) to observe and ask questions where appropriate.
Candidate/ Applicant Cities	All cities currently in applicant or candidate process to observe and ask questions where appropriate.

OCOG Responsibilities as Main Presenter in Debriefing

△ ✕

Approximately 2-3 months following the conclusion of its own Games, the OCOG must serve as the main "content provider" for the Games Debriefing. In this role, and as required by the Host City Contract, the OCOG must ensure the participation of all relevant presenters required from the Games Organisers (both OCOG and government representatives). These key persons must be identified and their participation confirmed before they leave the organisation. The list of presenters will be established jointly with the IOC. Based on the Games Knowledge Reports, each presenter must prepare a PowerPoint presentation to be shown during the meeting. These presentations, along with the drafts of the Games Knowledge Reports, should be available and be sent to the IOC at least one week prior to the meeting.

Continued on next page

2.4.3 Games Debriefing, Continued

OCOG Responsibilities as Host of Debriefing
△ ✕

As required by the Host City Contract, the Games Debriefing is to be hosted by the OCOG in the city entrusted to host the next Games in four years time. The OCOG hosting the debriefing is responsible to ensure, at their cost, an optimal working and learning environment, including the handling of all logistical and technical arrangements required for the smooth running of the event. More specifically this includes:

- Provision of all required meeting facilities (rooms, fit-out, and equipment)
- Ground transport in the host city for all participants, mainly from the airport to the hotel and meeting facilities
- Organisation of accommodation for all participants. In general, accommodation is paid for by the participants, except the rooms for the presenting OCOG, which are covered by the IOC.
- Other minor arrangements in accordance with the definition of operations before the Debriefing

Please note that the IOC will cover all airfares for the staff from the presenting OCOG and for other advisors whose contributions may be required for the Debriefing.

Continued on next page

2.4.3 Games Debriefing, Continued

Debriefing Format and Content

Overall Responsibility

The IOC is responsible for defining the concept and establishing the programme of the meeting in close collaboration with current and future OCOGs, and oversees all aspects of the Debriefing. The IOC also provides expertise and experience through its own staff and advisors to complement the information given by the presenting OCOG, allowing for a wider perspective and targeted learning for the future Organisers.

Plenary Session

Every Debriefing begins with a plenary session as an introduction to the overall programme, which includes presentations from both the IOC and Games Organisers.

Levels of Analysis

The conclusions from the Games are usually covered on two different levels, including:

- **Strategic level** to address the major cross-functional themes in a plenary session giving overview and general understanding of the Games
- **Technical level** addressing subject/function-specific questions.

Format of Individual Sessions

The main input and content for all sessions, either strategic or technical, comes from the OCOG that just organised the Games. Their staff present the key lessons learned and recommendations, according to the pre-defined structure. Time is allocated for open discussions to create an interactive exchange and address specific questions and needs of the audience.

Other Functional Debriefings

It is important to mention that a separate debriefing focussing on all aspects of technology and telecommunications takes place around the same time as the Games Debriefing. Similar debriefings for other functions/themes make also take place on an ad-hoc basis. The IOC Olympic Games Department coordinates these activities.

Content of OCOG Presentations

The presentations to be created by the presenting OCOGs should be consistent with the Games Knowledge Reports. As such, the presentation should be a summary of this data already completed by the relevant OCOG manager. The Knowledge Reports should be completed with this step in mind, and be made available as part of the Debriefing materials. The PowerPoint presentations should be developed in collaboration with the IOC functional counterpart, with final approval of all presentations resting with the IOC.

Continued on next page

2.4.3 Games Debriefing, Continued

Knowledge Capture

The Games Debriefing is an integral part of the Games Knowledge Management programme, and is incorporated into the knowledge capture process. All information, materials and conclusions from the debriefing are recorded and linked to the existing elements on the Knowledge Management Extranet.

Background Material and Presentations

A binder containing all compiled presentations to be held during the debriefing as well as drafts of the Games knowledge Reports is created and made available to all participants before the Debriefing.

Templates for Presenters

To facilitate the knowledge capture and increase consistency of information, templates are created for the presenters, which provide the general guidelines and structure for the presentations.

Meeting Notes

When the final notes for all meetings are produced, they are subsequently made available on the Knowledge Management Extranet.

Closed Circuit Broadcast

All sessions of the Debriefing should be broadcasted and recorded via closed circuit. This allows for numerous local observers not directly involved in the meetings to follow the discussions in a room set up to this effect. Also, footage from the various sessions should be made available for future OCOGs, and to complement the IOC's Games Knowledge resources.

Additional Information

The IOC creates a Concept of Operations for each Games Debriefing in collaboration with the OCOG participants, which includes the detailed information concerning the its organisation and planning.

2.4.4 Olympic Games Official Report

Introduction

Following the conclusion of each Games edition, the OCOG produces a complete report on the celebration and staging of the Games. The Olympic Games Official Report summarises the undertaking of the Games, captures its history, and serves as a legacy to the Olympic Movement as well as the general public.

Obligation to Produce Official Report

△ ✕

As referenced in both the Olympic Charter and the Host City Contract, the OCOG must publish an Official Report of the Olympic Games, in accordance with the directions set by the IOC. The Official Report consists of multiple deliverables, to be submitted in both hard copy and electronic formats, which also allows the OCOG to print a commercially-viable "commemorative" book on the Celebration of the Games.

General Concept

In summary, the Official Report is comprised of four volumes as follows:

Volume	Title	Description	Date of Release
1	Bid Documents and Analysis	Collection of all bid books, key data and materials, including analytical report on bid process (immediately following election).	G – 7 years
2	Celebration of the Games	Colourful "commemorative" book, available for immediate sale following the Games depending on OCOG strategy for the publication. Highlights the sport competitions and overall experience with colourful photos on high-quality production.	G +2/3 months
3	Summary of Games Preparation	Based on Knowledge Reports and TOK capture, this book explains how the Games were organised, with key data related to Games management. It should also include a comparison between the bid and what was finally delivered.	G +1 year
4	Olympic Games Global Impact (OGGI) study	The main report from OGGI (Report #3), approximately 1-year following the Games. This should be considered the primary "public" OGGI document. (The final OGGI report is completed between G +2/3 years – see section on OGGI for more detail).	G +1 year

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2.4.4 Olympic Games Official Report, Continued

Format Requirements

▶ IPC

Printing

- All four volumes must be printed in hard cover, in order to make a complete "set" of books following the Games, based on a distribution list determined by the IOC (approximately 500 for Summer, 400 for Winter).
- The printed version must be in at least one of the two IOC official languages.
- Whichever IOC official language is not chosen for printing, an electronic version should be provided in that language on a CD-Rom attached to the printed version.
- All four versions to be delivered to the IOC in electronic copy in both English and French.
- Publishing in the native language of the host country is at discretion of OCOG (although clearly recommended for Volume 2).

Official Results

The complete official results of the Games (at the time of printing) should be included in a CD-Rom attached to the printed version.

Other Considerations

- Volume 1 on the bid and the organisation of the Games can directly refer to existing sources and use information from the Knowledge Management material and the Candidature Files.
- Public sale of Volume 2 allows OCOG potential to create a revenue stream and cost recovery for the project.
- It is recommended that Volume 2 is released as soon as possible following the Games to maximise sales potential (within 2-3 months). The remainder of the Official Report should be delivered at G+1 year.
- Volume 3 on the preparation phase should be a high-level summary of the information found within the analysis of the Games Knowledge Reports, as completed by the key personnel of Games Organisers.
- The Official Report on the Paralympic Games is a separate report, and should be coordinated directly with the IPC.

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2.4.4 Olympic Games Official Report, Continued

General Principles

In preparing the Official Report, Organisers should bear in mind the need to:

- Adapt the content and format of the report to real user needs.
- Reduce overlap and duplication with other documents/projects (following integrated approach to Games Knowledge Management).
- Minimise the financial and administrative costs.
- Maximise the potential commercialisation of the report to the general public through a coordinated sales and production strategy.
- Realise that the printed set of 4 volumes represents the legacy of that specific edition of the Games for the Olympic Family.

Publication

Commercial Publication

Publication and sale to the general public (for Volume 2) is at the OCOG's discretion. The OCOG has the opportunity to print and release a publication that can be available immediately after the Games for public sale, in order to capitalise on the enthusiasm and attention of the Games. The level of this effort is at the sole discretion of the OCOG. However, this offers the OCOG an additional revenue stream, while providing the public with a commemorative souvenir during the peak-interest period of the Games.

Previous OCOGs have taken advantage to pre-sell the Official Report in various capacities. For example, SLOC found a successful strategy by including the report within ticket packages offered to the public. Therefore, it is recommended that the OCOG begin developing its sales strategy at an early stage (at least G– 2 years) to take advantage of sales opportunities. The IOC is available to assist the OCOG in this respect, and as outlined in the obligations below, will also approve of the final commercial strategy (G-18 months).

License and Territorial Rights

Any sales strategy considered by the OCOG should be reviewed with both IOC and OCOG marketing to ensure the correct use of Olympic marks and abides by territorial rights of sales.

Delivery to IOC

The complete set of all four volumes, which will be of interest for a more specific audience, should be provided in a package at a later stage (1 year after the Games).

Continued on next page

2.4.4 Olympic Games Official Report, Continued

Specifications for Delivery of Official Report △ ×

The Official Report of the Olympic Games must comply with the described format as found in this section of the document. At the same time, as also stated in the Host City Contract, the Official Report must go through certain stages before its final publication, including approvals by the IOC, which are listed below.

Stage	Deadline	Description
Bid Documents & Analysis (Volume 1)	Immediately following Election (G-7 years)	OCOG should submit this report as soon as possible after the election of the Host City in order not to lose the knowledge over time. This submission should be in electronic format only, while the final version should be printed along with the other volumes following the Games.
Approval of Sales Strategy and Concept of Books △	G-18 months	A detailed outline of the commercial strategy for public sale of Volume 2, as well as the concept for all four volumes, to be submitted to the IOC for approval.
Approval of Rough Draft △	G+8 months	A rough draft of Volume 3 on Games Preparation to be submitted to the IOC for approval before printing.
Delivery of final and complete report	G+1 year	Publication of the complete four volumes of the Official Report no later than one year after the Games.

Further Information More information concerning the obligations and delivery of the Olympic Games Official Report can be found with the IOC Olympic Games Department.

2.4.5 Olympic Games Global Impact (OGGI) Study

Introduction

As the Olympic Games have grown in scale and importance on the world's stage, the IOC realised the importance of analysing the Games' social, economic and environmental legacies and impacts, thus helping bidding cities and future organisers maximise the Games' benefit and develop their own politic of sustainable development.

Context

In recognising the importance of this sustainable development and social responsibility, the IOC launched the Olympic Games Global Impact (OGGI) project with the objectives to:

- Measure the global impact of the Olympic Games
- Help bidding cities and future Games Organisers identify potential legacies to maximise the benefits of the Games
- Create a comparable benchmark across all future Games

To this end, the IOC has worked since 2001 with a network of local universities and advisors to elaborate the methodological framework, and select a set of measurable research indicators for the collection and analysis of data from each Olympic Games in economical, social, and environmental fields.

Research Indicators

Each research indicator is intended to capture one facet of the Olympic Games' global impact. Specification sheets are provided by the IOC to the Organising Committees for the Olympic Games (OCOGs) for guidance on the specific procedures for measuring each of the indicators. The specification sheets are tools designed to guide the analysis of the Olympic Games' global impact.

Each indicator is classified either "core" (obligatory) or "flexible" (non-obligatory, dependant upon a city's environment / reporting structures).

An OCOG has the possibility to include additional research indicators if deemed pertinent to its specific environment.

OGGI as a Benefit to Host City

As the OGGI project and mandatory reports emanating from the study are based on a long-term perspective, with a set of standard research parameters across all Games editions, OGGI represents a key instrument in identifying the global impact of the Games on each Host City/Country and may serve as a natural confirmation of the basic mission of the OCOG and the decision of the Host City to organise the Games.

Continued on next page

2.4.5 Olympic Games Global Impact (OGGI) Study, Continued

OGGI as Integrated with Games Management

OGGI as Part of Official Report

As the information contained in the third OGGI report forms part of the Official Report to be produced after each Games (as outlined in previous chapter: 2.4.4 "Olympic Games Official Report"), OGGI is an official requirement to be fulfilled by Games Organisers.

OGGI as Part of Post-Games Analysis

The OGGI project allows the IOC to analyse the global impact of the Games on a given Host City and region. Based on the findings and analysis of the OGGI study from each Games edition, the IOC is able to integrate the appropriate changes to maintain the long-term viability of the Games in keeping with the ideals of the Olympic Movement. These key conclusions are adopted and integrated into the IOC guidelines and processes, forming the framework for future Games organisers.

Link with Candidature Process

As outlined in the documents provided by the IOC to Applicant and Candidature Cities, the working progress on OGGI is recommended to begin during the bid phase. This preparatory work must include:

- Developing a shortlist of potential Research Partners (refer to OGGI Roles and Responsibilities for detail on Research Partner)
- Identifying reliable and recognisable information sources based on the indicators
- Understanding any law or regulation in the Host Country/region concerning certain environmental or sustainability standards

As the period of the OGGI study encompasses the bid phase, addressing these issues during this time should provide a significant benefit at a later point, and may also be valuable to a bidding city to analyse the impact of the bid process in itself, which may prove a valuable communications tool.

Roles and Responsibilities

The OGGI study is a responsibility for each OCOG to deliver to the IOC; however, each OCOG will work with an independent external Research Partner, in order to fulfil the deliverables of the project which consist of a series of reports based on the analysis and interpretation of the identified indicators. The IOC is at the disposition of the OCOG, Research Partner and NOC through the implementation of the study.

Continued on next page

2.4.5 Olympic Games Global Impact (OGGI) Study, Continued

Roles and Responsibilities (continued)

OGGI is a transversal project which requires contribution from multiple entities. A summary of roles and responsibilities follows:

- **OCOG** – Overall responsibility for delivery of the OGGI deliverables, in association with an independent external Research Partner.

- **Research Partner** - Often a local university, it may be another type of institution depending on the approach of the OCOG. The Research Partner must be in a position to work on an independent basis, free from political pressure, and able to conduct the study in an objective manner.

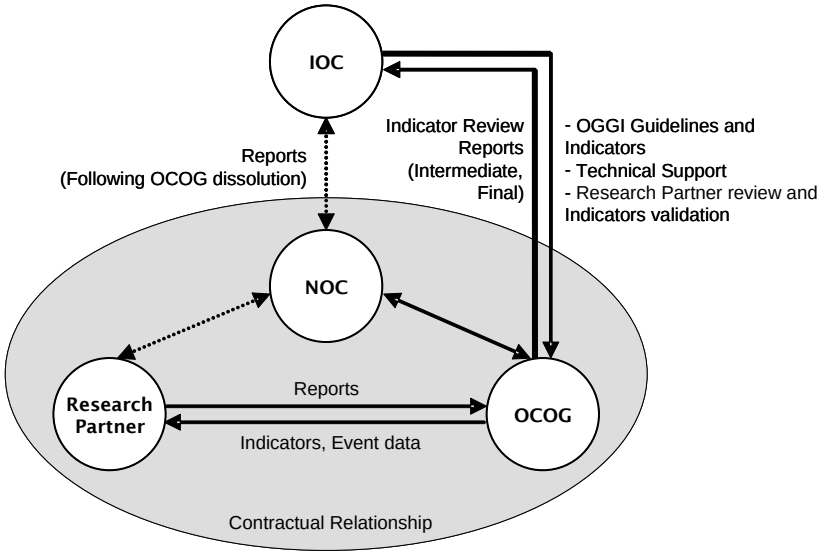
- **NOC** – The responsible entity for the OGGI study project following the dissolution of the OCOG, the NOC, working with the Research Partner, will monitor and ensure that final obligations are delivered.

- **IOC** – Overall responsible for defining the project. Collects, analyses and classifies reports received from the OCOG and its Research Partner. The IOC will review, with a right of veto, the choice of the external Research Partner, review and approve the list of indicators to be studied and is at the disposition of the OCOG, Research Partner and NOC throughout the entire OGGI project.
  The IOC has no financial responsibility in the OGGI study project.

The following graphic resumes the above-mentioned responsibilities:

Illustration

The graphic below illustrates the roles and responsibilities:



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2.4.5 Olympic Games Global Impact (OGGI) Study,
Continued

Obligations

Listed below are the IOC obligations in relation to the OGGI study project:

Obligation to deliver OGGI study and Period of Study

As one of the required volumes of the Official Report of the Olympic Games, OGGI is an obligatory deliverable for the Host City, as referred to in the Host City Contract. The Host City is required to provide all data and information for the OGGI project for an 11-year period starting two (2) years prior to the Host City election, according to a report format determined by the IOC.

Research Partner

The OCOG must collaborate with an independent external Research Partner which will successfully conduct the research, collect the relevant data and statistics, and subsequently interpret them for the reports. The choice of the Research Partner is to be presented to the IOC 6 years prior to the Olympic Games.

NOC Responsibility

In the event that the final OGGI reports (report #4 – preliminary draft and final report #4) have not been completed following the dissolution of the OCOG, the host NOC, along with the Research Partner, will be responsible for the completion and delivery to the IOC.

Technical Requirements

All OGGI study reports and documentation must be delivered to the IOC in either English or French, and in electronic format(s) as determined by the IOC. As Report #3 is part of the Olympic Games Official Report, it must be prepared in both English and French.

Communication

The intermediary OGGI reports are confidential (between the IOC, OCOG, NOC and external Research Partner chosen by the OCOG) until the publication of the final OGGI report at G+ 2-3 years. Upon request to the IOC from the OCOG or the NOC, selected information contained within the intermediary OGGI reports may be used for reactive communication purposes. In principle, all communication requests require approval from the IOC.

Continued on next page

2.4.5 Olympic Games Global Impact (OGGI) Study,
Continued

Deliverables The following table lists the deliverables and the related timings of the OGGI study project:

Del.	Time	Subject	Description
1	G- 6 years	Project Structure	Brief report on the structure of the project, the selected Research Partner, and the sharing of responsibilities and working processes between the OCOG and Research Partner.
2	G- 5 years	Feasibility Study	Complete review of the indicators and feasibility analysis concerning the periodicity of measures, the geographical zone covered, the approach used, the format of the data, and the usable sources. Work on the system for implementing the flexible indicators and proposed solutions. IOC to approve and agree upon the proposed approach and the indicators for the study.
3	G- 4 years	Inventory	**Report #1** – Preliminary report including the initial data on the context indicators in order to illustrate the situation in the region and city before the awarding of the Games. A preliminary interpretation may be proposed in order to link the indicators relevant to the development programmes described in the bid.
4	G- 1 year	Preparation Phase	**Report #2** – Report developed using the same group of indicators but with some factual indicators added. The interpretation relies on the experience accumulated during the preparation phase.
5	G+ 1 year	Initial Conclusions	**Report #3** – Summary of the development presented in the previous report, with an initial point of view on all the factual indicators. Report submitted as part of the Official Report of the Games, in both English and French.
6	G+ 1.5 – 2.5 year	Draft of final report	**Report #4 – preliminary draft** –The IOC must approve the preliminary draft of the final OGGI report at least 6 months before publication.
7	G+ 2-3 years	Final OGGI Report	**Report #4** – Full development of all the indicators, with analysis and interpretation, placing into perspective the legacy projects mentioned in the bid file and the developments identified subsequently.

2.4.6. Evaluating the Paralympic Games

Overview

▶ IPC

The evaluation of the Paralympic Games is based on:

- An IPC internal evaluation with input from all Functions and review of the Games time issues tracker database
- Feedback from the Games Organisers in the host city
- Feedback from the different constituent groups attended the Games

Only the combination of these different perspectives provides the complete picture about the success of the Games. While the feedback from the OCOG may be similar to the comments made for the Olympics, however with the constituent groups being different from the Olympic participants, their experience may differ considerably and it is therefore important to collect their impressions and views in a structured manner.

Whereas this analysis above mainly focuses on technical aspects and services related to the Games, two other elements play an important part in the post-Games evaluation of the Paralympic Games:

- Games legacy on various levels especially with regards to social, cultural and sports aspects as well as with regards to the media coverage and awareness
- Contribution of the Games to the values and vision of the Paralympic Movement; verification of coherence and clarity of messages left through the Games

The evaluation of these aspects also requires important input from the Organisers in the host city. Their involvement will also ensure that they will be able to maximise the benefits deriving from the Paralympic Games in terms of legacy, social responsibility and he overall image and public perception.

Continued on next page

2.4.6. Evaluating the Paralympic Games, Continued

Technical Analysis from different perspectives

▶ **IPC**

Whereas the IPC internal analysis can be relatively easily collected through internal reports and debriefs, the consolidation of the OCOG and constituent groups feedback will be collected through a more formal process.

OCOG Feedback

- **OCOG Games Knowledge Reports** – The Games Knowledge reports contain not only Olympic, but also Paralympic information. Through the updates made by the OCOG post-Games, they will also draw the final conclusions on each key functional area of the OCOG from a Paralympic perspective.
- **Official Report on Paralympic Games** – The Official Report on Paralympics can follow a similar structure in order to gain efficiencies in the preparation of the document. In any case, it should include information on
  - Organisational aspects of key functions
  - The atmosphere, and performances of the Paralympic Games
  - The legacy and impact of the Games
- **Games Debriefing** – The IPC is part of the general Games debriefing organised by the IOC. Usually, Paralympic aspects are addressed in certain functional presentations where appropriate and there is also a specific session dedicated to the Paralympic Games

Constituent Groups Feedback

Comments from the Games constituent groups will be collected through questionnaires and surveys run during the Paralympic Games. These aim at gathering spontaneous feedback "on the spot". Furthermore, clients will be invited to submit reports in a pre-defined format post Games allowing to go into more detail about their experience and different services they received. As these reports are usually submitted a few weeks after the Games, they also give a different perspective, as people had the time to reflect on their experiences.

Finally, feedback will also be collected from appropriate stakeholder forums, such as from e.g. the Sports Council or Athletes Council meetings.

Continued on next page

2.4.6. Evaluating the Paralympic Games, Continued

Consolidated Report
▶ IPC

The IPC will compile the analysis and feedback from the different perspectives in one report thus giving a complete picture of the Games. This report will also cover the previously addressed aspects of potential post Games legacy and their contribution to the Paralympic values and message.

OCOG Obligations
△ ✕ ▶ IPC

The OCOG must ensure that:

- The conclusions of each function for the Paralympic Games are appropriately covered in the Games Knowledge Reports
- A draft of the Official Report on the Paralympic Games is presented to the IPC for review no later than 10 months after the Games. The final version of the report has to be published no later than 12 months after the Paralympic Games.

2.5 Supporting - Assisting

Overview

Introduction

The component of assistance in the Games management cycle is important in order to help each Games Organiser learn how certain deliverables and milestones can be achieved. As such, the role of assistance represents the logical complement to the previously explained phases of framework definition, monitoring, and evaluation.

The IOC implements an integrated programme of Olympic Games Knowledge Management in order to collect knowledge and experience from previous Games Organisers, and pass on to future Organisers. This programme consists of both services and information, and is intended to increase the information available for Organisers to help and guide them through their life cycle. In return, each Games Organiser is required to both participate and contribute to the programme for the benefit of future Games.

Every future Organiser of the Games receives progressively improving benefits as this programme evolves. Benefits are seen through the development to the core IOC guidelines for Games management, coming out of the Evaluation process as described in the previous section, as well as the direct education and availability of large quantities of information under the Games Knowledge Management programme. The IOC is committed to this programme as part of its core objectives to improve the management of the Games.

This chapter describes the general concept of the assistance programme, and describes each related component individually, highlighting the benefits and responsibilities deriving from this programme.

Contents

This section contains the following topics of Games Knowledge Management:

Topic
Programme Background
Concepts and Definitions
Programme Components

2.5.1 Programme Background

Introduction

In order to provide appropriate assistance to future Games Organisers, the IOC has developed technical knowledge and identified specific competencies in all key areas of Games organisation. The assistance programme to OCOGs draws its input from:

- A strong transfer of knowledge process using the experience and expertise from previous Games Organisers
- Support from the IOC and its extensive network of advisors who can draw on significant Games experience

In order to properly manage the knowledge transfer and assistance, the IOC has a dedicated project team that collaborates closely with the relevant Organisers, thus maximising the benefit and learning experience for their Games staff.

Objectives

Knowledge transfer and assistance activities helps prevent that the same solutions and tools are re-invented for each Games, and allows for the continuation of practices that have proven efficient in the past. Therefore, this programme represents an invaluable benefit for Games Organisers, as they have a solid base to start from and subsequent ongoing support throughout the life cycle of the organisation, (i.e. education services at the early stage, and general support and advice during the development phase). This programme not only facilitates the work of the OCOG, but also contributes to:

- Ensuring the quality of the Games and the services to the different constituent groups
- Reducing the resources and cost of Games organisation by re-using existing solutions where appropriate
- Better assessing the risk and opportunities in all areas of Games management.

Continued on next page

2.5.1 Programme Background, Continued

Education

Through the activities and information provided through the Games Knowledge Management programme, each Games Organisers should experience an enormous benefit as they can apply the experience and key lessons of previous Games to their own organisational activities and context. The IOC plays an important role of in this process of educating Games Organisers, especially in the early phases, to address the challenges which still lie ahead. The newly founded OCOG requires education to:

- Understand the framework as defined by the IOC
- Establish the foundation of its institution.

Responsibility of IOC

The IOC is responsible to manage the Games Knowledge Management programme, which includes both educational activities as well as information and materials. The IOC will work directly with each OCOG to implement these services, which may also include specific requests from Games Organisers.

Legacy

Games Knowledge material from each Games edition also represents a part of the legacy the Organisers leave to the future OCOGs and to the Olympic Movement in general. It represents a contribution to the successful continuity of the Games as well as the dissemination of the Olympic values and ideals for future generations. Hence, the participation in the knowledge transfer process is not only a valuable education and learning experience, but also an opportunity to leave and showcase a legacy in terms of knowledge and expertise.

Implementation of Programme within OCOG

Although the IOC coordinates the collection of information and its availability, as well as the educational programme, each OCOG is responsible for developing the means to use such information for its benefit. While there are no specific directives as to how the OCOG should maximise its own benefit of the programme, it may work with the IOC to develop a strategy of implementation for use within its own organisation.

2.5.2 Concepts and Definitions

Introduction

As described above, the OCOG benefits considerably from the knowledge transfer from previous OCOGs. Similarly, the OCOG has certain responsibilities in terms of the contributions to make to future Games Organisers, to ensure continuity and further development of the programme. The two elements of the Knowledge Management process include:

- Inputs or services the OCOG receives through the Knowledge Management Programme
- Outputs that the OCOG must deliver through the participation of programme and the collection of information

This chapter describes not only the knowledge transfer concept and services that the OCOG receives, but it also lays down the obligations Games Organisers must fulfil.

Relation with IOC Official Guidelines

While the IOC official guidelines (Olympic Charter, Host City Contract, and the Technical Manuals) set out the obligations and objectives for the OCOG, the Games Knowledge Management programme aims at describing methods and examples used in previous Games, which will help Organisers achieve the targets and obligations as found in the guidelines.

Definition

In general, the knowledge transfer for the Olympic and Paralympic Games follows the classic concept of knowledge management, which is defined as follows:

"Knowledge Management is the combination of strategies, business processes and information technology for capturing, organising, storing and disseminating knowledge and experiences in an enterprise. Knowledge management facilitates organisational learning and enhances organisational performance."

In the context of the Olympic Games this concept faces a special and important challenge, as the Organisers which accumulate and share the knowledge are only temporary entities which are created and dissolved for each Games. Accordingly, the concept and tools used for Games knowledge transfer are adapted for this special circumstance.

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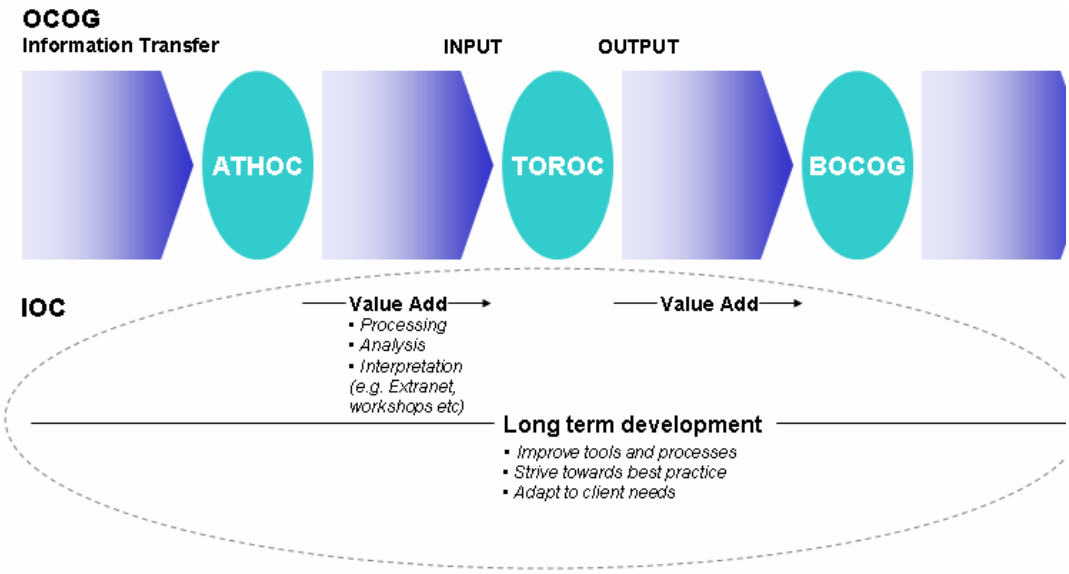
2.5.2 Concepts and Definitions, Continued

Knowledge Development in Games context

This Games-specific phenomenon and the corresponding IOC strategy for knowledge capture and development are illustrated in the graph below.



Each Games Organiser benefits from the “input” from previous Games, but also produces their knowledge “output” for the next. The IOC formalises and coordinates this process and provides additional supportas part of the regular monitoring activities with the OCOG. This guarantees a consistent service and education to the OCOGs, and leads to an enhanced quality of the programme over the long term. This long-term vision and development are keys to the IOC strategy, due to its particular challenge of dealing with temporary entities.

Continued on next page

2.5.2 Concepts and Definitions, Continued

Integration

The integration of the various tools, services, and activities is key characteristic of the IOC's approach to Games knowledge management. This integration occurs on different levels, including:

- Integration of the various tools and components
- Integration in Knowledge Management into overall Games Management approach
- Integration into users' environment, i.e. creating a "knowledge sharing culture" which will facilitate the implementation and integration of the programme within the organisation

This approach to Games Knowledge management, including the transfer of information from one host city to the next, is a principle objective of the IOC. As such, the OCOG must fully integrate the priorities and focus of the programme, both to help its own learning process, as well as contribute to the assistance for others. This integration and spirit or cooperative participation allows Games Organisers to streamline the process, facilitate the delivery of obligations, and maximise the gains for their own organisation.

2.5.3 Programme Components

Introduction

This section describes the different components of the IOC's assistance and Knowledge Management Programme, outlining the services to be received as well as the responsibilities incumbent upon the OCOGs. These elements include:

- Workshops & Seminars
- Games Knowledge Extranet
- Games Knowledge Reports
- Supplementary Material
- Scale and Scope Statistics
- Software Applications & Technology Solutions
- Observer's Programme
- Visual Transfer of Knowledge (VTOK)
- Secondment Programme
- Advisor Services
- Research Services

Obligation for Participation of Public Authorities

As referred to in the Host City Contract, the relevant public authorities shall also be responsible to participate and provide elements of knowledge and expertise regarding their activities linked to Games organisation for the Knowledge Management Programme.

△ ×

Workshops and Seminars

A series of workshops and seminars are held with Games Organisers in order to educate them on specific Games topics and assist them on any issues that may arise. Whereas certain meetings are part of a pre-defined "training schedule", especially focusing on critical phases (such as foundation, transition, testing phases), other meetings will be determined in collaboration with the Organisers based on their specific needs or current issues or challenges they may face.

The participants in the workshops usually include relevant representatives from the IOC group of advisors from previous Games, and staff of the host OCOG, including related agencies or partners. In specific cases, representatives from other OCOGs may attend. Workshops and seminars usually take place in the relevant host city.

Educational Activities

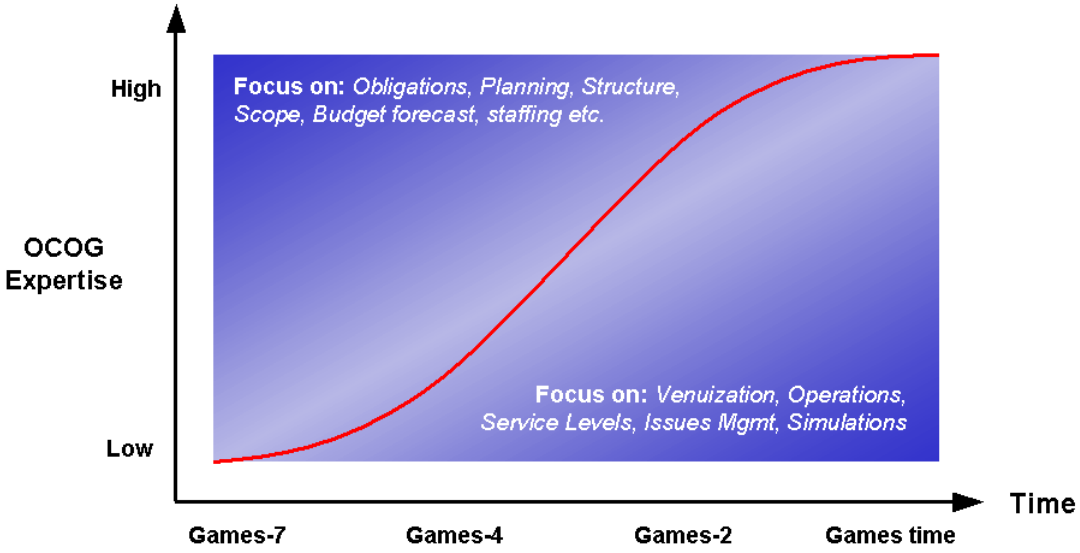
The IOC is responsible to manage the programme of educational activities with each OCOG, which includes the selection of advisors, the content of the seminar/workshops, and the number and timing of all activities. The OCOG may make requests to the IOC for education on a specific/theme, and the IOC will respond on the appropriate manner to proceed.

Continued on next page

2.5.3 Programme Components, Continued

Client Focus of Workshops

Workshops are tailored to the Organisers' needs and level of Games experience along the organisational lifecycle. This helps avoid an "information overload" for the Games Organisers and provides them with the required type of information at the appropriate points in time. The graph below also depicts this idea:



OCOG Responsibilities for Workshops and Seminars

Whereas the IOC is usually in charge of, and bears the cost for preparing the workshop material and hiring the appropriate advisor(s), it is the OCOG's responsibility to provide appropriate meeting and translation facilities, as well as catering, and ground transport for participants. Accommodation and flights are paid for by the participants themselves.

△

Continued on next page

2.5.3 Programme Components, Continued

Games Knowledge Extranet

Material and Information

All information collected in relation to the Knowledge Management programme (reports, documents, data, statistics, etc.) will be processed and centralised by the IOC, and made available to all Games Organisers. Once information has been delivered to the IOC by the OCOG, the IOC will be responsible for all costs relating to the management of the information, including making it available to users.

Extranet

The Games Knowledge Extranet is a fully web-enabled online database, serving as the home for all information gathered through the Knowledge Management programme. The Extranet is managed by the IOC, and available for use access by all OCOGs and Applicant/Candidate cities. It contains reports and information starting from the Sydney 2000 Games, including:

- Games Knowledge Reports
- Supplementary documents and materials
- Presentations and meeting notes from workshops and seminars
- Extensive data on all Olympic Sports and Venues
- Visual Transfer of Knowledge (VTOK) information
- IOC Official Guidelines and Technical Manuals
- Official Terminology
- Other Information

The database is updated regularly by the IOC with the relevant OCOG information to encompass the most recent developments and new information from each Games edition. The Extranet is password protected, and Organisers must submit a list to the IOC for their users of the Extranet. This list should be managed centrally and be updated regularly as both the organisation and staffing grow.

Continued on next page

2.5.3 Programme Components, Continued

Games Knowledge Reports

Background

The OCOGs of Sydney 2000 and Salt Lake City 2002 produced detailed "Transfer of Knowledge (TOK) Guides". These guides cover a great level of detail across all functions, with individual guides often reaching 100 pages or more. This information is available on the Games Knowledge Extranet. When defining the future strategy of the IOC's Knowledge Management programme, it was decided not to replicate the same type of guides with the same level of detail for each Games, due to similarities in programmes which would make parts of the information redundant and difficult to digest.

Rather, it was decided to focus henceforth on the following elements:

- Distinctive facts and figures that capture the history of each Games
- Strategic elements, such as solutions, choices and planning, issues which add significant value to the process

The new type of document following this idea and adapted format is called a "Games Knowledge Report". The information provided to the Knowledge Management programme from the Athens 2004 Games follows this updated format and structure.

Characteristics of Games Knowledge Reports

Games Knowledge Reports represent the fundamental reference and assistance tools for the managers of the respective areas in a new OCOG. They summarise in a comprehensive way the practices and experience of previous Organisers, and allow a good understanding of the work in a given area. They mainly contain technical, organisational, and planning information, and are written in a consistent and user-friendly way.

Continued on next page

2.5.3 Programme Components, Continued

Games Knowledge Reports (continued)

Games Organisers receive all existing Games Knowledge Reports through the Games Knowledge Extranet. In return, each OCOG is obligated to contribute their own edition of the reports to leave as a legacy to future Organisers. The way of capturing and presenting the information in the Games Knowledge Reports is defined in specific templates with a generic structure and clearly defined content for each part. These templates are designed bearing the following principles in mind:

- They combine Olympic and Paralympic Games information, so that only one collection process is required
- Templates distinguish factual/historic from strategic information for an easier understanding of required content
- The template format facilitates the writing of the Knowledge Reports
- At the same time, the templates avoid potential redundancies with related tasks (e.g. for the planning information in the Official Report or contributions required for the Games Debriefing), as this template has been designed in a way to cover the needs of all these related projects.

Knowledge Reports to be Completed

△ ✕

As outlined in the Host City Contract, the OCOG has the obligation to share its knowledge with the IOC and future OCOGs. This format consists of the aforementioned templates of which the following types exist:

- **Functional Manager Report** – To be completed by all functional areas of the OCOG following a generic structure. This template includes specific Paralympic parts.
- **Venue Manager Report** – To be completed for all competition and main non-competition venues. There is one Olympic and one separate but similar Paralympic template.
- **Competition Manager Report** – To be completed for all sport disciplines. There is one Olympic and one separate but similar Paralympic template.
- **Senior Management Report** – Report from the senior leaders (e.g. President, CEO, COO) of the OCOG giving a general strategic overview.

Though the core of the text should be written during the months prior to the Games, and finished in detail immediately following the Games. However, excerpts/drafts of certain parts, especially about statistics and the OCOG strategy and issues at a given stage, should be captured and submitted already in the early planning phases.

Continued on next page

2.5.3 Programme Components, Continued

Supplementary Material

Supplementary material complements the Games Knowledge Reports. Whereas the reports present all key elements in an overview, the supplementary material provides more details on various aspects in a given area. The supplementary material consists mainly of documents, but also of other material, such as pictures, videos and objects. The type of information includes planning information and documents, resource planning, key contracts, venue maps, training materials, etc.

OCOGs have online access to the existing supplementary material from previous OCOGs through the knowledge Extranet.

Collection of Supplementary Material

△ ✕

As highlighted in the Host City Contract, the OCOG must share all documentation and material as specified by the IOC. The IOC provides the detailed list of supplementary material to be delivered. This list needs to be updated in collaboration with the contributing OCOG to encompass all relevant and up-to-date information. The OCOG undertakes to manage and store all relevant supplementary information in a way that allows easy search capabilities and transfer to the IOC. All documents should be stored and transferred electronically as specified by the IOC. On request, the OCOG should be able to provide an update on already existing material and transfer any documents as may be required (also before the Games).

Scale and Scope Statistics

As a complement to the Games Knowledge Reports and the supplementary documentation, the scale and scope statistics represent several pre-defined data sets describing the scope of a certain function or Games area. These statistics are essential for planning and budgeting purposes, and often also help to determine the service levels required. This applies for the Olympic as well as for the Paralympic Games.

The statistical data collected from previous Games editions can be obtained online from the knowledge Extranet. Additional detailed data series can be obtained from the IOC.

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2.5.3 Programme Components, Continued

Collection of Scale and Scope Statistics △	Detailed lists of scale and scope statistics to be provided by the OCOG have been created for the Olympic and Paralympic Games, and can be obtained from the IOC and IPC respectively. These lists are updated by the IOC in collaboration with the contributing OCOG to encompass all relevant and up-to-date information. The OCOG undertakes to manage and present all statistics in the defined formats. The statistical data collection must start even with the early foundation phase of the OCOG. A yearly update and transfer of available statistics must be planned on a yearly basis starting from 5 years before the Games.
Software Applications and Technology Solutions ✕	Throughout its life cycle, each OCOG develops several software applications to manage certain tasks or data. These software applications include the Games Management Systems (GMS) under IOC sponsorship agreement, customised off-the-shelf products or, very often, newly developed applications (either internally or with the help of external providers). The objective is to maximise the re-use of software systems that have proven efficient in previous Games. This reduces development time and cost as well as the risk of failure for future OCOGs. Following this idea, the IOC has facilitates the transfer of software applications as the owner of the rights on all OCOG systems (as stipulated in the Host City Contract) and to make these available to Games Organisers when they need them.
Transfer of Software Applications and Technology Solutions △	Based on the list of software applications that have been transferred from previous Games, the IOC will collaborate with the OCOG to ensure that the list is exhaustive and also includes specific new or different systems that the contributing OCOG may have developed. The OCOG then undertakes to provide to the IOC, free of charge, all these systems together with access codes where relevant, as well as user instruction manuals. Where available, relevant specifications for the development and programming of the software should also be provided.

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2.5.3 Programme Components, Continued

Observer's Programme
✕

In order to provide the opportunity for representatives from future Organisers to directly witness an actual Olympic Games environment, the IOC organises an Observer's Programme. The programme consists of a structured schedule of visits to various Olympic related sites during the Games period, based on specific functional or Games-related themes. Visits are conducted with presentations given by the actual Games-time and relevant OCOG staff, and complemented by Advisors and key staff from the IOC. The participants include representatives from each of the future OCOGs, as well as the current Applicant or Candidate cities.

The Observer's Programme is an essential element of knowledge transfer, forming part of the IOC's initiative to support and assist future Games Organisers. The direct and detailed observation of the Games allows future Organisers to gain first hand experience and insight into the scale and related challenges of Games operations. The programme also encompasses the Paralympic Games Period. It is important to note that an observer programme of reduced scope may also be organised during the major test event clusters in the years prior to the actual Games. Further details about the programme can be found in the "Observer's Programme Manual" which exists for previous Games.

Roles & Responsibilities

The Observer's Programme is the responsibility of the IOC, which oversees the general concept and approach, but will collaborate with the OCOG on the daily schedule, manual, and other technical aspects. The role of the host OCOG is principally to facilitate the participation of the necessary staff as presenters during the visit, as well as certain local-based logistics.

Staging of the Observer's Programme
△ ✕

As referred to in the Host City Contract, based on the general framework and programme format defined by the IOC in collaboration with the OCOGs, the host OCOG undertakes to facilitate the preparation and staging of the Observer's Programme. To minimise the disturbance of the host OCOG during the Games, while maximising the learning experience for observers, it is important to plan the involvement in the programme with all relevant areas of the OCOG. The Observer's Programme should have one contact point within the OCOG. During the Games period, dedicated staff must be made available to support the programme, and OCOG function or venue managers must be available to present their area during the observer visits.

Access must be granted to all observers as outlined in the Accreditation and Entries at the Olympic Games – Users' Guide.

Continued on next page

2.5.3 Programme Components, Continued

Visual Transfer of Knowledge (VTOK)

VTOK is the video support mechanism to the IOC's broader Games Knowledge Programme. It consists of video footage focusing primarily on OCOG operations and behind-the-scenes organisation during the Olympic Games Period, as well as the Paralympics and specific Test Events. Filming is conducted to visually capture the inner workings and organisation and to safeguard the visual knowledge of their appearance and management as a "visual complement" to the written Games knowledge part. Interviews are conducted with key staff to recount their experience, which can be used by future Games Organisers for staff training, as well as to use in the production of edited videos.

Since only a limited number of representatives from Games Organisers are able to witness the operations of a previous Olympic Games, this collection of video footage is a valuable way to show the visual aspects of functions, procedures and back-of-house operations involved with organising the Games. This material can then be used for:

- General Education
- Presentations
- Training videos
- Promotions
- Educational videos
- Research/Study guides

All original VTOK footage is stored in the IOC video archives. It is organised by functional area to facilitate access and searching. More information on this programme, including detailed log sheets of existing footage, can be found on the Games Knowledge Extranet. Copies of video material in various formats can be provided directly by the IOC upon request.

Continued on next page

2.5.3 Programme Components, Continued

VTOK Support and Video Library Requirements

Although VTOK operations are conducted by the IOC, the OCOG must facilitate the filming operations of the VTOK programme, especially with regard to the scheduling of interviews with key staff of the OCOG, as well as ensuring the appropriate access to venues and facilities. The OCOG must also provide appropriate camera accreditation in close collaboration with the OBO.

OCOG Video Library

In addition to all the sports competition footage (which is usually transferred to the IOC through the OBO), the OCOG must provide one copy of all non-sports footage produced by or for the OCOG found in the video archive. This requirement is also highlighted in the Host City Contract. This video archive includes produced training, promotion or sports presentation videos. Video footage, as well as the accompanying log sheets should be provided in a format as agreed with the IOC.

Secondment Programme

The Secondment Programme involves the placement of personnel from future Games Organisers into the staff and organisation of the OCOG to host the next immediate edition of the Games. The objective of the Secondment Programme is to provide the opportunity for staff of future Games Organisers to gain valuable experience and knowledge in an actual Games environment.

The strength of this programme lies in the mutual benefit for all participating parties. It allows the newer OGOCs to train and empower their staff while gathering the practical expertise required to understand and manage the complex task of organising the Olympic Games. At the same time, it helps the accommodating OCOG complement its workforce and to enrich it with cultural diversity, new ideas, competences, while even reducing it own staff costs.

This Programme fits smoothly into the integrated philosophy of the IOC's Games Knowledge initiatives. However, although the IOC supports and facilitates the programme, the responsibility for the implementation and the involvement lies with the participating OCOGs. Experiences from previous Games has revealed a great satisfaction with the programme, from the participating OCOGs, and the idea of secondment has become common practice

Continued on next page

2.5.3 Programme Components, Continued

Secondment Programme Requirements
△ ✕

As referred to in the Host City Contract, each OCOG must accommodate a Secondment Programme. Even though the format and scope of the programme may vary from Games to Games due to local circumstances and needs, some general principles apply, including:

- Secondees must be fully integrated in the accommodating OCOG with all related rights and responsibilities
- While the duration of the secondments may vary, the majority should be at least three months and should also cover the Paralympic Games where appropriate
- The accommodating OCOG must propose a reasonable number of positions, in agreement with the IOC. The positions depend on the accommodating OCOGs needs, but must include at the minimum:

    - Positions for Sports Competition Managers or other sport staff
    - Positions in other key operational areas of the Games

Continued on next page

2.5.3 Programme Components, Continued

Advisor Services

The IOC has a wide network of external advisors with Games experience, covering all key areas of Games organisation. These resources can be used to the benefit of the Games Organisers in specific service assignments, according to the OCOG's context and needs. A process for the preparation, staging and follow-up of support services from these advisors is in place to ensure their quality.

Research Services

Specific research can be conducted by the IOC and tailored on demand for the benefit of the OCOGs across multiple areas and aspects of the Olympic Games. This resource and research draws from the Games Knowledge Extranet, other knowledge material, the IOC archives, and the Olympic Games Study Centre. This kind of service may be of particular interest for specific projects and areas that need very detailed and in-depth data and comparisons across different functions or Games.

2.5.4. Paralympic Specific Programme Information

Introduction

The previous chapter on Games knowledge management describes the different components of the programme as well as the deliverables for the OCOGs. These explanations also identify Paralympic deliverables where appropriate, bearing in mind that the Games knowledge management closely integrates Olympic and Paralympic information.

Summary of Paralympic Components of Programme △

For easier reference, the table below highlights all Paralympic components and related OCOG responsibilities of the programme.

Programme component	Paralympic aspects
Workshops & Seminars	Dedicated Paralympic workshops are organised at certain critical points in time of the OCOG lifecycle. These can include, for example, the strategic planning, operational planning or venuisation phases. Workshops on specific Paralympic topics can be organised based on OCOG needs.
Knowledge Extranet	The knowledge extranet also includes Paralympic information. The access and web-address are the same as for the Olympic site.
Games Knowledge Reports	As described earlier in this chapter, the Games knowledge reports also capture detailed Paralympic information through • The functional Manager reports which use the same template as the Olympics, but with dedicated Paralympic chapters or sections • The venue manager reports use a separate template for Paralympics, which however is similar to the Olympic version • The competition manager reports use a separate template for the Paralympic sports, whose structure is similar to the Olympic version
Supplementary material	All relevant Paralympic material including key documents, but also videos, pictures, drawings objects etc. must be transferred to the IPC. Files should be provided electronically and in English.
Scale and scope statistics	A detailed list organised by functional area has been developed identifying all key statistics to be collected and transferred by the OCOG. This list is separate from the respective Olympic list however uses a similar format and structure.

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2.5.4. Paralympic Specific Programme Information,
Continued

Summary of Paralympic Components of Programme (continued)
△

For easier reference, the table below highlights all Paralympic components and related OCOG responsibilities of the programme.

Programme component	Paralympic aspects
Software applications & Technology Solutions	Often the software applications and technology solutions used for the Paralympic Games are the same as for the Olympics and thus will be part of the transfer process anyways. In case there are specific Paralympic systems, the OCOG has to ensure that these are included in the process.
Observer's Programme	The observation programme must also cover the transition and the Paralympic period. A reasonable programme covering all key competition and non-competition venues must be set up. The OCOG must facilitate and support the programme mainly through • Logistical and operational support • Contacts and communication with the relevant OCOG managers • One coordinating contact point (same as for the Olympics) and dedicated resources during the Paralympic Games
VTOK	The Visual Transfer of Knowledge also captures images with behind the scenes operations during the Paralympic Games. This was the case e.g. in Sydney and Salt Lake City. Future plans need to be discussed with the relevant OCOGs.
Secondment programme	The positions offered under the secondment programme should cover also the transition and Paralympic period to the extend possible

Part II - The OCOG Planning & Coordination Function

Executive Summary

Introduction

Much of the planning and interaction with the IOC as described in the first part of this manual is led or coordinated by the Planning & Coordination Function of the OCOG. This arises due to two key factors:

- Firstly, as the Games Master Schedule needs to be prepared and approved by the IOC comparatively early in the OCOG's life, the Planning & Coordination Function which prepares this schedule is normally one of the first OCOG Functions set up and staffed and therefore is available.
- Secondly, due to the nature of its role, the Planning & Coordination Function has a good knowledge of the entire OCOG operation and is therefore well equipped to coordinate any interaction with the IOC.

Part II of the manual describes in detail the role the Planning & Coordination Function within the OCOG. It is comprised of three chapters:

- **Planning & Coordination Role and Evolution** - focuses on the changing nature of the role, describing how the Function begins as a centralised function closely supporting the OCOG senior executives on a wide range of issues but evolves over time into a part-centralised, part-decentralised function concentrating more on specialist planning issues. This chapter also describes the lead role the Function plays in developing specialist planning tools such as the Games Master Schedule and outlines the support role it primarily plays during the Games Planning Process.

Continued on next page

Executive Summary, Continued

Introduction (continued)

- **Indicative Structure & Resources** - focuses on the structure of the Function, describing the size of the Function over its life cycle with personnel numbers peaking at perhaps 15 for a summer Games (slightly less for a Winter Games), with the Function almost becoming redundant during the actual Games-time.
- **Key Strategic Choices** - sets out the key strategic issues and tasks the OCOG Planning & Coordination Function must address, such as whether to carry out a role in-house or outsource it, what software should be used, and the extent to which the planning function should be electronically linked to cost planning and reporting. Various options are presented with the advantages and disadvantages of each described. Generally, options tailored to the specific needs and circumstances of each individual OCOG should be adopted, and each can be made to work - provided the planning is careful, and the benefits and constraints recognised in advance.

Paralympic Planning & Coordination

▶ IPC

The IPC interacts with the Planning & Coordination Function in a similar way to the IOC in many of the areas described in this chapter. However, there are specific elements which should be highlighted, and this has been done at the end of each chapter. At the end of the chapter Planning and Coordination Role and Evolution, the relationships with the Paralympics of the relevant activities and key tasks of the Function are described. Information about the relationship to the Paralympic function in the OCOG is described within the Chapter.

Contents

This part contains the following topics:

Topic
Planning & Coordination Role and Evolution
Structure & Resources
Key Strategic Choices

3.0 → Planning & Coordination Role and Evolution

Overview

Introduction

This section describes the key tasks and roles of the Planning & Coordination Function during the life of the OCOG and how the Function and its role within the OCOG evolve to match these demands.

Integrator's Role

This description of the Function's role and its evolution reveals the significant contribution the Function can make in achieving effective coordination and integration throughout the OCOG i.e. ensuring that all functional operations work together efficiently and support each other, rather than operate independently, or even in opposition.

With successful coordination and integration, the OCOG should be able to verify whether key functional deliverables affected by or affecting the progress of other functions' deliverables are:

- Progressing properly so other functions will not be adversely impacted,
- Likely to meet deadlines,
- Not likely to meet deadlines, in which case the functions affected should be properly informed in order to manage and if possible minimise the impact.

The Planning & Coordination Function plays this important integrator role because of its central involvement in such tasks as the preparation and updating of the Games Master Schedule, an involvement which allows a broad cross-functional view and understanding.

Continued on next page

Overview, Continued

Introduction (continued)

Involvement of the OCOG Functions

It is important to understand that many of the tasks assigned to the Planning & Coordination Function require the contribution of other functions. These OCOG functions have the specific Games expertise needed, for example, to build, and/or validate the content of functional plans and schedules.

Content

The content of this section is based largely on the experience of previous OCOGs beginning with the Sydney Games and including the Salt Lake City, Athens and Torino Games. **However, future OCOGs are of course free to adopt their own structures and procedures, provided these are discussed and agreed in advance with the IOC.**

Contents

This chapter contains the following topics:

Topic
Prepare and Update the Games Master Schedule
Prepare and Update other OCOG Schedules
The Planning & Coordination Function's Role in the Games Planning Process
Monitor and Report Progress on Planning
Support OCOG's Decision Making
Train OCOG Personnel in Planning and Coordination Techniques
Interface with the IOC
Manage the Knowledge Management Programme
Deliver other Special Tasks
Evolution of Role during the OCOG Life
Paralympic Games and the Planning & Coordination Function

3.1 Prepare and Update Games Master Schedule

Main Definitions ✕

Introduction

Each OCOG produces a number of timelines during the Games preparation phase. The key timeline task is the delivery of the Games Master Schedule that presents an integrated vision of the Games while focusing on key deliverables. These timelines are prepared together with the OCOG Functions and the IOC.

Games Master Schedule

One of the main responsibilities of the Planning & Coordination Function is to prepare, update and monitor the Games Master Schedule, as explained in the section Monitor and Report Progress on Planning, in association with the IOC and other OCOG functions. In Part I, the IOC Master Schedule section, the Games Master Schedule is defined as "the project management tool being used by the OCOG and the IOC to govern the Games preparation". It includes two levels of information, the:

- **IOC Master Schedule:** This is a proactive project management tool identifying key deliverables the IOC and the OCOG need to achieve for the Games project – called "key events". It lists all obligations and recommendations identified in the IOC official guidelines and other key deliverables. The tool covers the lifecycle of the OCOG and is used to track progress.

NOTE: The IOC Master Schedule and the way the Planning & Coordination cooperate with the IOC for its preparation is further described (including detailed obligations) in Part I, the IOC Master Schedule, of this manual.

- **OCOG Master Schedule:** The OCOG Master Schedule is the project management tool that expands the IOC Master Schedule to include more detail on the OCOGs deliverables. Whereas the IOC Master Schedule concentrates on "key events", the OCOG Master Schedule focuses on milestones, showing, for example, the beginning and completion of key events and other milestones important from the OCOG's perspective.

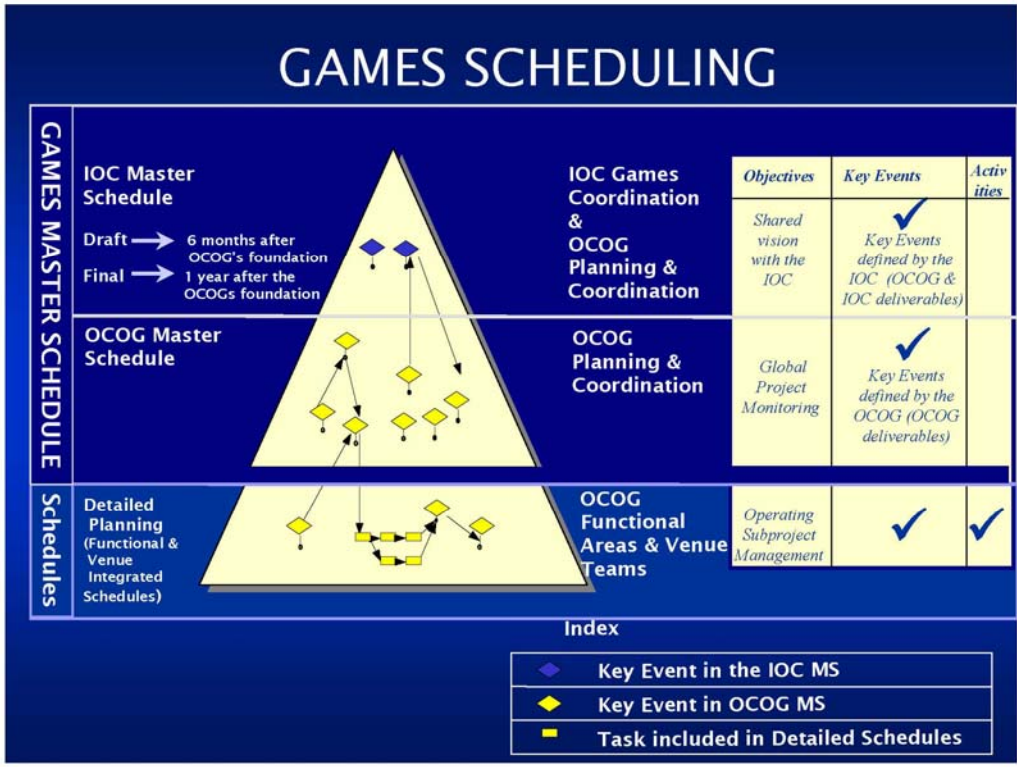
Continued on next page

3.1 Prepare and Update Games Master Schedule,
Continued

Main Definitions
((continued)

Games Scheduling

The approach undertaken by past OCOGs for the development of the Games Master Schedule and other timelines is presented in the graph below.



This systesm is a top-down approach that initially starts with the adaptation of the IOC Master Schedule (1st level of detail), then proceeds with the development of the OCOG Master Schedule (2nd level of detail) and at the end reaches the development of detailed schedules that complement the Games Master Schedule.

Continued on next page

3.1 Prepare and Update Games Master Schedule,
Continued

Purpose of Games Master Schedule

The Games Master Schedule assists the OCOG to plan its work so that this work can proceed in a logical sequence at maximum timeliness and efficiency. It allows Senior executives to have an overview of the whole project and assists all functions to focus on the key deliverables. It also acts as a checklist to ensure nothing is forgotten, and enables actual progress against the plan to be tracked and reported.

The Games Master Schedule must be of a sufficiently high standard to enable the OCOG to:

- Have a good overview of the project. It often also serves the functions as the main work reference outlining their key deliverables for each project.
- Effectively check the cross-functional deliverables (since it details the interfaces i.e. which delays of deliverables will impact other functions and/or deliverables and which deliverables require the contribution of more than one function)

Continued on next page

3.1 Prepare and Update Games Master Schedule, Continued

Setting up First Version of Games Master Schedule (Adaptation of the IOC Master Schedule)

The IOC Master Schedule – the generic version – will assist the Planning & Coordination Function in setting up the first version of the Games Master Schedule, which is, in reality, the adaptation of the IOC Master Schedule. It is the responsibility of the Planning & Coordination Function to coordinate all preparation of this first version while working with the IOC and drawing on the advice of other OCOG personnel and advisors as appropriate. Where functional personnel are already part of the OCOG, these personnel should contribute to the preparation of content of their function's part of the overall schedule. Where no such personnel exist, the Planning & Coordination Function should carry out this task.

The process to set up the first draft of the Games Master Schedule is outlined in Part I the IOC Master Schedule, section of this manual.

The first draft will lack detail which is only available later in the planning process. The focus should be on creating as early as possible a document to assist in planning and monitoring progress, rather than delaying its creation until more detail is available.

At the same time as the development of the first version of the Games Master Schedule, the Planning & Coordination Function develops the Games Foundation Plan (see Part I, the Games Planning Process). When this deliverable is developed it is necessary to ensure that it is consistent with the Games Master Schedule and that the Schedule reflects the main deliverables outlined in the Games Foundation Plan.

Continued on next page

3.1 Prepare and Update Games Master Schedule,
Continued

Inclusion of Obligations

The generic IOC Master Schedule provided by the IOC will include the obligations arising from the IOC official guidelines.

A list of the obligations the OCOG is committed to deliver should be developed during the early planning stages. These obligations are collected from all contracts, IOC official guidelines, the Candidature File, or any other oral or written commitments undertaken during the bid phase.

When adapting the IOC Generic Master Schedule to the OCOG's specific context, these obligations should be highlighted and included as main deliverables in the Games Master Schedule and the main planning documents produced during the preparation phase. The Planning & Coordination Function should ensure that all obligations are taken into account by the relevant functions and should monitor their progress as part of the Games Master Schedule monitoring.

Set-up of Appropriate Structure △

The OCOG undertakes to establish the appropriate structure and tools in order to perform the duties and responsibilities related to the Games Master Schedule. This also involves the use of project planning/scheduling software ensuring easy communication with the IOC and other key constituent groups.

First Version of Games Master Schedule △

- The first draft of the Games Master Schedule must be completed and submitted to the IOC within six months of the OCOG's foundation. It is important that the Games Master Schedule reflects all OCOG contractual obligations and takes into account the work done during the bid phase.
- The final first version of the Games Master Schedule is part of the Games Foundation Plan and should be submitted to the IOC at the same time as the Games Foundation Plan (Games minus 5.5 years for a Summer Games, and Games minus 5 years for an Olympic Winter Games).

The OCOG Senior Executive(s) (in most cases the Chief Executive Officer) should sign off on the draft and the final first version of the Games Master Schedule.

Continued on next page

3.1 Prepare and Update Games Master Schedule,
Continued

Second Version of Games Master Schedule

During the strategic planning phase described in the Part I, the Games Planning Process section of this manual, the OCOG has more staff (with all key functions on board) and the planning can progress significantly. At this time, the Planning & Coordination Function should further develop the Games Master Schedule by adding other key deliverables (in addition to the "Key Events" defined in the IOC Master Schedule). Usually at this phase the OCOG functions - driven by the Planning & Coordination Function - deliver their Functional Business Plans - see Part I, the Games Planning Process and are in a position to further define the scope of their work and necessary interfaces (input by other functions to achieve deliverables, outputs provided to other functions) to enable efficient cross-functional reporting.

Updating the Games Master Schedule

As discussed in Part I in the section on IOC Master Schedule, the OCOG should submit to the IOC regular updates of the IOC Master Schedule (once a year at first and then twice a year). The OCOG Planning & Coordination Function must up-date the Games Master Schedule periodically to reflect actual progress achieved and with more detail as it becomes available. The timing of the updating should be such that the Schedule remains effective as a planning and reporting tool. But, as a generalisation, updates would be expected as for the IOC Master Schedule - at least annually at first and then twice a year over the remainder of the 7 years.

Change Management

A change management procedure should be established by and between the Planning & Coordination Function and the OCOG functions to enable effective and efficient updating of the Games Master Schedule.

A similar process should be established between the IOC and the OCOG for the IOC Master Schedule as described in Part I, IOC Master Schedule.

Working in Parallel with Games Planning Process

As the OCOG progresses its planning, and understanding of how the Games operations will run, it should review key planning elements such as the timelines, budget, staffing numbers, procurement and needs. These reviews usually take place after an output of the Games Planning Process is produced, e.g. when the Functional Operating Concepts are completed, the Planning & Coordination Function reviews timelines produced, the Finance function reviews the budget, etc.

Continued on next page

3.1 Prepare and Update Games Master Schedule,
Continued

Updating the Games Master Schedule
(continued)

Recommendation

To maintain its effectiveness, any updates of the Games Master Schedule should not contain significantly more key events and milestones than the number of activities in the second version. In the past, the Games Master Schedule contained a maximum of around 2000 deliverables.

Responsibility

It is the responsibility of the Planning & Coordination Function to prepare these updates, drawing on the advice of the IOC and other OCOG functions and advisors, if necessary. Whilst the earlier versions of the Games Master Schedule will largely depend upon the Planning & Coordination Function personnel (because of the then very limited staffing of the OCOG), later versions should increasingly reflect the expertise of the relevant OCOG functions.

3.2 Prepare and Update other OCOG Schedules

Introduction

Besides the Games Master Schedule, Games Scheduling activities also include the preparation of many other detailed schedules. These other schedules include those required by the functions or the venue teams to support the Games Planning Process, and schedules required for other purposes, requested by OCOG functions or OCOG Senior management. Examples of other such schedules include:

- Schedules used to plan and co-ordinate intermediate key events such as mascot launches, ticket sales programs and marketing promotions
- Schedules issued to Sponsors covering their access to, fitout of and handing back of hospitality areas
- Schedules co-ordinating the construction work of external agencies, overlay installation (whether by the OCOG or others), broadcasters and sponsors
- Schedules for the fit out and occupation of the OCOG's own offices

Functional Schedules

The Functional Schedules are detailed schedules which contain tasks and milestones. These schedules support the delivery process of the key events and milestones identified in the Games Master Schedule. They are developed and managed by the functions under the guidance and support of the Planning & Coordination Function, and are used by the functions themselves to organise their work as well as by the OCOG.

Functional Schedules can be schedules produced to support an output of the Games Planning Process, or very detailed project plans used by the OCOG functions for the daily management of the project.

Venue Integrated Schedules

These schedules outline the daily activities of the Venue Teams Pre-Games and at Games time. They outline the key activities to be delivered for setting up a venue, as well as the detailed minute by minute activities the venue teams undertake during each operational day at Games time. These schedules are required to be delivered as part of the Venue Operating Plans - see Part I, Games Planning Process.

Continued on next page

3.2 Prepare and Update other OCOG Schedules,
Continued

Responsibility

It is the responsibility of the Planning & Coordination Function to assist as required in the preparation of these Functional and Venue Integrated Schedules. This may take the form of actually preparing the schedule if the function or Venue Management personnel do not have the resources or possess the expertise themselves, or may be a more coordinating role, providing methodology, and a checking of the schedule produced by others for consistency, omissions etc.

Updating the Schedules

It is also the responsibility of the Planning & Coordination Function to assist as required in any necessary updating of these schedules. There are no specific times at which such updates should be carried out. Rather, the timing should be such that the existing version is still effective as a planning and reporting tool, according to the functional or venue deliverables, or when the Games Master Schedule needs to be updated.

3.3 Planning & Coordination Function's Role in Games Planning Process

Introduction

The planning processes as followed by past OCOGs are similar in some respects, and different in others. Learning from past Games the IOC has, in order to assist future OCOGs, developed a generic recommended model which is called "the Games Planning Process" and has been described in Part I, Games Planning Process of this manual. The Planning & Coordination Function plays a key role in this process as it leads the functional planning stream throughout the OCOG life cycle, contributes to the venue planning by supporting the venue management, and ensures consistency between functional and venue planning.

Adaptation of Process to Local Environment

Each OCOG is responsible for adapting this process into the local context and environment, and defining a planning process which best fits its organisation.

Responsibilities

It is the responsibility of the Planning & Coordination Function to:

- Review the planning approaches of past OCOGs and the IOC-recommended Games Planning Process, and define the best model for the specific OCOG.
- Coordinate the functional stream of the Games Planning Process, creating and managing a core planning team (set up with other key OCOG players) that runs the planning processes i.e. it plans and manages the various phases of the process (but does **not** actually author any of the material produced), develops templates and supports the OCOG functions throughout the processes.
- Develop relevant planning material

Venue Planning Stream

The Planning & Coordination Function should also participate as a member of the core planning team that leads the venue planning stream in order to ensure proper planning integration i.e. any changes in the venue planning affecting the functional scope are thereby communicated to the functions and managed appropriately within the functional planning stream, and to support the team on the development of schedules.

Continued on next page

3.3 Planning & Coordination Function's Role in Games Planning Process, Continued

Planning & Coordination Tasks

The Planning & Coordination Function as part of the core planning team can perform tasks such as:

- Prepare templates and instructions to guide functional authors when preparing their respective plans and/or other documents
- Define and drive the process to deliver the planning outputs (including validation and approval by the OCOG senior management)
- Prepare schedules setting out the number of individual plans, and other documents to be prepared during the overall process, their scope, and the person responsible for their preparation
- Resolve queries and conflicts raised by functional authors during preparation of their plans or other documents
- Prepare any schedules which may form part of a plan or other document
- Monitoring actual progress being achieved by the various authors and, when delays appear likely, suggest and implement corrective action
- Check the individual plans or other documents for consistency, duplications and omissions
- Assemble the final individual plans or other documents into single cohesive documents
- Obtain relevant approvals for all plans or other documents prior to release..

Schedules Required for Games Planning Process

Role of Schedules

During the course of the Games Planning Process, numerous schedules need to be prepared as part of the plans or other documents generated by the process. These can take various forms and they are described in Part II, Prepare and Update other OCOG Schedules.

Continued on next page

3.3 Planning & Coordination Function's Role in Games Planning Process, Continued

Schedules Required for Games Planning Process (continued)

Recommendation

The Planning and Coordination Function prepares, updates, and monitors all OCOG schedules with the OCOG functions. As explained in Part I under section on Games Planning Process, it also coordinates the Functional Planning stream of the Games Planning Process.

It is therefore recommended that the OCOG explore any possible synergies between the schedules development and the planning process in order to:

- Minimise use of resources within the Planning & Coordination Function and within the OCOG functions
- Minimise the number of requests from the OCOG functions for planning deliverables by combining and integrating the planning efforts where possible
- Ensure consistency between plans (e. g Functional Business Plans) and other outputs such as schedules (Games Master Schedule) by producing where possible a number of different outputs from the same planning process. For example, when the OCOG is producing the Functional Business Plans, the Planning & Coordination Function should coordinate the delivery of the timelines section (define template, and guidelines), and use this process and the information produced for the upgrade of the Games Master Schedule.

3.4 Monitor and Report Progress on Planning

Introduction

Many different kinds of reports, internal and external, related to planning will need to be prepared during the life of the OCOG, to ensure that necessary information is distributed consistently and progressively.

It is important that the Planning & Coordination Function maintains an issues register and supports the OCOG on management and resolution of issues which emerge from updating and monitoring the Games Master Schedule, the planning processes or of any management forum it supports.

It is the responsibility of the Planning & Coordination Function to prepare and distribute planning, cross-functional and issues management reports as described below in this section.

Planning & Coordination Expertise

Scheduling Expertise Required

Where some reports require a significant level of technical scheduling expertise, it should be the responsibility of the Planning & Coordination Function to prepare these reports, in consultation with the relevant OCOG function as appropriate.

Continued on next page

3.4 Monitor and Report Progress on Planning, Continued

Monitoring and Reporting of Games Master Schedule

Principle

The Planning & Coordination Function periodically monitors and reports on actual progress achieved against the Master Schedule. It also identifies and reports on risks which may adversely impact future progress, and the opportunities and means to minimise and overcome these risks.

Justification

This monitoring and reporting will be required ;

- For reporting to OCOG senior management at various regular internal management meetings
- For reporting to the IOC at Coordination Commissions, Executive Board and other meetings
- For producing information for various constituents such as the NOC, Local & National Authorities, broadcasters and sponsors, as requested by the relevant OCOG functions.

To ensure the accuracy of the information provided, it is important that Planning & Coordination Function personnel carry out this monitoring and reporting as far as possible independently, without relying solely on information provided by the various OCOG functions.

Monitoring and Reporting of Other OCOG Schedules

All the other OCOG schedules must be regularly monitored to measure and then report on actual progress, relative to planned progress. This monitoring and reporting will be required predominantly for:

- Reporting to OCOG senior management at various regular internal management meetings
- Reporting within the function

Continued on next page

3.4 Monitor and Report Progress on Planning, Continued

Issues Management

When developing the Games Master Schedule, and participating in and leading a number of cross functional projects and planning processes, it is the Planning & Coordination Function's responsibility to register, monitor, and update the OCOG on any issues arising and to support it on resolution of any of them. It is not the Function's responsibility to resolve any of these issues, except those particularly pertaining to its work.

Risk Assessment

Purpose

Management of big events such as an Olympic Games includes the possible need to address many foreseen and unforeseen issues. These should be identified, analysed and managed as risks in advance, so as to prevent or mitigate them.

Responsibility

The Planning & Coordination Function is normally given the responsibility to identify and assess the risks, monitor and communicate their status, and ensure they are being properly managed by the OCOG. This work is collectively done with the OCOG functions that have the specialised functional expertise. The Function leads the risk assessment activity because of its role of constantly handling the overall progress of project activities, the monitoring /reporting tasks, and is in position to identify cross-functional risks.

Continued on next page

3.4 Monitor and Report Progress on Planning, Continued

Risk Assessment (continued)

Exclusions in Past Games

In past OCOGs, the Planning & Coordination Function was not responsible for handling the financial risks or the insurance programme. However, future OCOGs are of course free to adopt their own structures and procedures, provided these are discussed and agreed in advance with the IOC.

Definitions

An issue can become a risk due to:

- Timing: the work is not progressing as planned
- Cost: the forecast budget is exceeded
- Resources: personnel or material are insufficient
- Interfaces: problems or deficiencies with inter functional links
- External factors: negative impacts from external entities

The typical tasks to be performed by the Planning & Coordination Function, in cooperation with the OCOG functions, include the following four phases of work:

- Prioritise the projects: evaluate which are the most critical from the key priorities project, based on time, scale and importance
- Risk identification: identify the risks and assess their impact
- Risk prevention: organise the necessary forums in order to properly identify recovery plans, deadlines and responsibilities
- Risk monitoring: issue a continuous risk monitoring report

Continued on next page

3.4 Monitor and Report Progress on Planning, Continued

Type of Reports During the life of the OCOG, numerous reports setting out planned or actual progress on a wide variety of issues will be required. The precise number, form and frequency of planning reports to be prepared will very much depend on the exact nature and structure of the organisational and management systems an OCOG chooses to adopt, and the contractual reporting obligations. Examples of reports prepared by previous OCOGs are contained within the Knowledge Management material available from the IOC. However, reports prepared by the Planning & Coordination Function might include:

Task	Reports	Purpose	Audience	Frequency
Monitoring & Reporting of Games Master Schedule	Actual progress achieved	Summarises actual progress achieved relative to the Games Master Schedule	OCOG Functions OCOG Senior Management	Monthly
	Milestones Achievement progress	Outlines key milestones achieved	OCOG Functions & clients OCOG Senior Management IOC	Monthly
	Cross-functional deliveries	Outlines the deliveries that require the work of more than one function, and the impact of delays in any of these deliverables	OCOG Functions	Monthly
Monitoring and Reporting of Other OCOG Schedules	Actual progress achieved	Summarises actual progress achieved relative to the OCOG Schedule	OCOG Functions OCOG Senior Management	Depending on Functions' needs
Issues Management	List of Issues and status of relative actions	Outlines the issues that require resolution for various projects and the relevant actions decided.	OCOG Functions OCOG Senior Management	Bi-Monthly
Risk Assessment	Risk assessment	Highlights the major risks which might adversely impact on future progress; identifies key cross functional issues; and includes options available for mitigating the risks	OCOG Functions OCOG Senior Management	Bi-Monthly

Continued on next page

3.4 Monitor and Report Progress on Planning, Continued

Forums Where Reporting Process is Supported by Planning & Coordination Function

Report for Meeting of OCOG Senior Management (often called "Directors Meeting" in past OCOGs)

Prepared for the regular coordination meeting of the OCOG functions, and preferably checked by the OCOG senior executives (CEO and/or COO) before delivery, this report focuses on key issues and is aimed at prompting management action. Similar reports may be required for other senior management forums, such as the meetings of the Group that manages the operations planning process.

Various Committee Meetings

During the life of the OCOG, various committees will be set up to deal with specific issues. The Planning & Coordination Function is usually represented on such committees, and in some cases assist in the preparation of relevant reports, depending on the nature of the Committee.

Reports for Other Possible Meetings

Examples of such reports include:

- Progress reports to the Coordination Commission, IOC Executive Boards and other meetings with the IOC
- Other reports in constituent group meetings such as the Chef des Mission meetings, World Broadcasters meetings, World Press meetings where the relevant OCOG functions request the Function's assistance
- Special purpose reports for particular constituent groups and activities (e.g. the installation of equipment for the Host Broadcaster, or the erection of hospitality accommodation for Sponsors) if the relevant OCOG functions request the Function's assistance.

3.5 Support OCOG's Decision Making

Introduction

The Planning & Coordination Function's role in OCOG decision-making varies somewhat over time. Because of its integrator role, it provides important support to the OCOG senior management in the decision making process.

From G-7 to G-4.5 Years

During this period, when not all the functions exist, the Planning & Coordination Function can play a major role assisting the OCOG senior executive(s) - CEO - in decision making. This arises out of the Function's unique (at that time) overall knowledge of the OCOG's task gained during the preparation of the Games Master Schedule. Decisions with which the Planning & Coordination Function can assist include:

- Recruitment priorities for top management positions
- Overall OCOG strategy and priorities
- Information provision to the IOC
- Choice of software packages and hardware (i.e. PCs for scheduling)
- Establishment of OCOG meetings structures
- Method of interfacing with external agencies.

From G-4.5 Years to Games-Time

During this period, when all the functions are established and hence can provide the expert knowledge of their areas to assist with the OCOG's decision making, the Planning & Coordination Function's role contracts to providing advice more narrowly confined to planning matters, for example:

- The impact on overall progress of adopting various alternative strategies on key issues
- Cross functional matters
- Identifying issues requiring the application of resources to mitigate delays
- Information required from external agencies with wider application than one function

Continued on next page

3.5 Support OCOG's Decision Making, Continued

From G-4.5 Years to Games-Time (continued)

Because of the Planning and Coordination Function's cross functional knowledge, its scheduling expertise and the role it plays in the Games Planning Process, it is important that members of the Planning & Coordination Function are involved in the Venue and Functional Planning processes that will be developed when the operational planning phase starts.

3.6 Training of OCOG Personnel in Planning & Coordination Techniques

Purpose

Many senior and middle management personnel joining an OCOG are likely to have extensive experience and expertise in their area of specialisation but little or no prior exposure to project management, planning or coordination techniques as practiced on major projects. These personnel will unavoidably become involved with the OCOG's formal planning and coordination processes, for example, when preparing a schedule for their Functional Business Plan, when reporting on actual progress to either OCOG senior management or the IOC Coordination Commission or during the operational planning phase. These functions are also responsible to ensure that their counterparts from other Organisers entities (i.e. Host Country Public Authorities) follow similar project management principles, methods and tools (see Part I section on Monitoring During Pre-Games Phase). For them to function effectively in these situations, they need to acquire a basic knowledge of project management, planning & coordination techniques.

Responsibility

Planning & Coordination should be responsible for ensuring that all relevant OCOG personnel have sufficient knowledge of the OCOG's planning and coordination techniques to be able to operate effectively. It is recommended that any training courses which may be required should be conducted internally by Planning & Coordination rather than outsourced, as external agencies rarely have a good understanding of the unique characteristics of planning for an Olympic Games compared to other major projects.

Continued on next page

3.6 Training of OCOG Personnel in Planning & Coordination Techniques, Continued

Tasks

Tasks to be carried out by Planning & Coordination when training OCOG personnel in planning and coordination techniques include:

- As personnel join the OCOG, identifying which of these would benefit from such training for their OCOG role. It is important that this task be approached with sensitivity, as experienced personnel who have risen to the highest levels in their specialist fields often do not react positively to any suggestion that they may need further training.
- Preparing and conducting formal training programs. Care should be taken to ensure that these are not too detailed. The objective is to train personnel in understanding the basic techniques, not to make them planning & coordination specialists.
- Informally as required, assisting personnel experiencing particular difficulties with some planning & coordination issue.

3.7 Interface with IOC

Purpose

During its seven year life, an OCOG develops many interfaces with the IOC. These vary widely; some are formal and regular, others are less formal and irregular. For the former in particular, the OCOG needs to determine which function manages these interfaces.

Responsibility

Planning & Coordination is usually given the responsibility of managing many of the more formal interfaces with the IOC. This typically involves the preparation of various reports and other documents.

In certain instances the Planning & Coordination Function also relies on the services and collaboration of the "Olympic Family Services" function of the OCOG. This applies especially in areas which require considerable operations and logistical support, such as for the Observer's Programme and Games Debriefing (see Section, Manage the Knowledge Management Programme, below).

Tasks

The typical IOC interfaces with which Planning & Coordination Function becomes involved are described more fully in Part I, sections Monitoring during Pre-Games Phase, Monitoring during Games Operations Phase, and Supporting-Assisting. These interfaces include:

- Reporting to the IOC Coordination Commission & IOC Executive Board
- Coordination of clients working groups
- Coordination of project review and technical meetings
- IOC-OCOG conference calls
- Monitor and report progress on planning
- Preparing and updating the IOC Master Schedule
- Managing the OCOG's participation in the Games Knowledge Management Programme (see Part I, Supporting-Assisting and Part II, Manage the Knowledge Management Programme), especially for the:
  - Games time Observer's programme
  - Official Games Debriefing
  - Secondment Programme
  - Collection of supplementary material and statistics
  - Etc.

3.8 Manage Knowledge Management Programme

Introduction

As described in detail in Part I of this manual, the IOC manages a Games Knowledge programme that provides assistance to OCOGs through an integrated approach of services, activities and information. Each OCOG receives the benefit of the experience and knowledge from previous Games, and in return, is required to contribute similarly for the benefit of future Games Organisers.

Benefits for OCOG

Through the Games Knowledge Management programme, each OCOG has the opportunity to benefit from the experience of previous Games Organisers. This programme consists of an integrated system of services and activities, as well as information, reports and data from previous Games. The programme elements include:

- Workshops and Seminars
- Games Knowledge Extranet
- Games Knowledge Reports
- Supplementary Material from past OCOGs (training material, operational plans, etc.)
- Scale and Scope Statistics
- Software Applications & Technology Solutions
- Visual Transfer of Knowledge (VTOK)
- Official Debriefings by immediately prior OCOGs
- Observer's Programme and Secondment Programme at immediately prior Games
- Official Reports from previous Games
- Olympic Games Global Impact (OGGI) reports
- Advisory Services
- Research Services

Responsibilities of OCOG

As much as each OCOG benefits from the Knowledge Management programme, they must also contribute to the programme in order to maintain consistency and quality across all future Games. It is the responsibility of each OCOG to properly plan and coordinate their participation in the programme to derive the maximum benefit from all components, and ensure their proper contribution to the programme.

Continued on next page

3.8 Manage Knowledge Management Programme,
Continued

Responsibility

As the Games Knowledge Management programme deals with all areas and aspects of the Games, the OCOG's Planning & Coordination Function is best placed to assume the responsibility for this project due to its cross-functional overview and contacts throughout the organisation.

Furthermore, the assistance and knowledge transfer process is complementary to the day-to-day planning and coordination role of the OCOG Planning & Coordination Function. Its oversight and knowledge of the state of play in the various functions gives the Planning & Coordination Function the capacity to clearly identify the Organisation's needs for assistance and enables it to plan the knowledge transfer.

Obligation to Manage Knowledge Programme △

The OCOG senior executives (CEO and/or COO) are the end responsible for the delivery of the Games Knowledge Management programme. They must establish a central contact point/function within the OCOG for all elements of the Games Knowledge Management programme. This entity is responsible to manage the various programme elements, including:

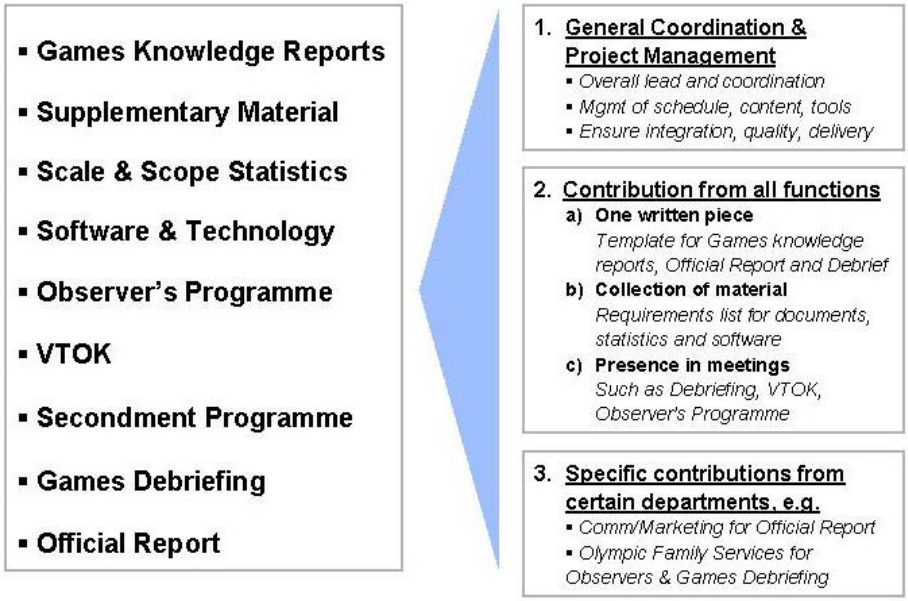
- Coordinating the assistance and knowledge services to the OCOG to maximise the benefits of the programme
- Managing, planning and reporting on progress for all aspects of information collection and knowledge capture from the OCOG

Continued on next page

3.8 Manage Knowledge Management Programme,
Continued

Management of OCOG Deliverables

The chart below illustrates the role of the Planning & Coordination Function in the information collection process, and describes the contributions required from other parties. Specific information on OCOG requirements is detailed in Part I of this manual.



The OCOG Planning & Coordination Function takes the overall lead on the project and coordinates the contributions from the various other functions. The deliverables and content to be provided by other functions should be clearly defined, as outlined in the chart in the following paragraph. The primary written contribution required from all functions is the production of the Games Knowledge Reports. Other contributions consist of the compilation of existing documents and statistics, and the presence and participation in certain meetings/forums as required.

Continued on next page

3.8 Manage Knowledge Management Programme,
Continued

Integrated Approach to Collection

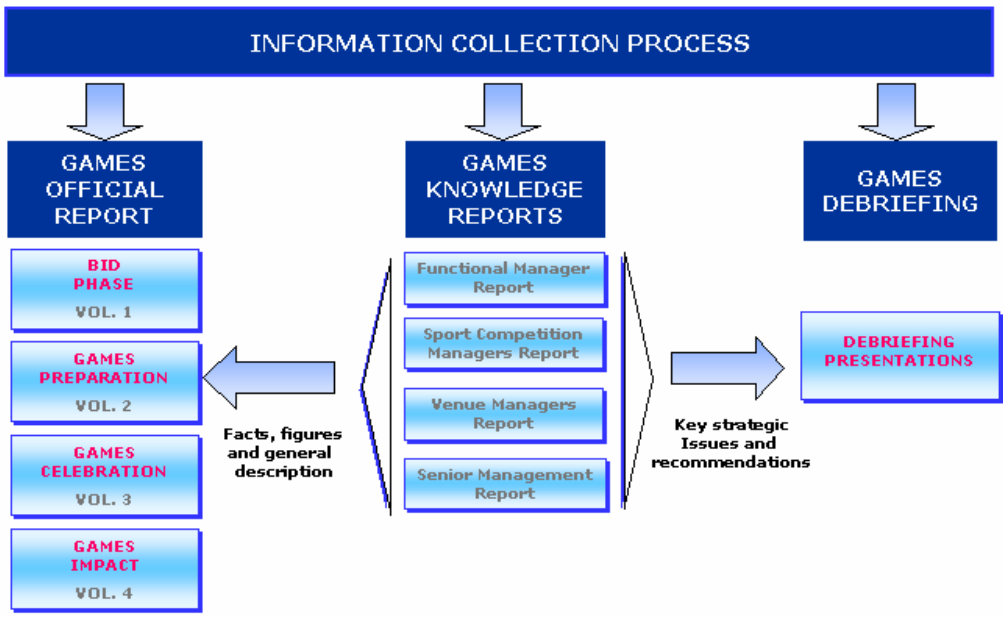
The Games Knowledge Management programme uses an integrated approach to streamline the task for the OCOG for their deliverables. This minimises redundancies and overlaps. The OCOG should adopt this approach, which will make the project coordination task of the Planning & Coordination Function much easier.

Games Knowledge Reports

The format of the Games Knowledge Report is designed to fit the information and content needs for contribution to the deliverables outlined below:

- Official Report Volume 2 on Games preparation
- Games Knowledge Extranet database
- Presentations for Games Debriefing

Therefore, the Planning & Coordination Function, along with the other OCOG functions as content providers, have only to deal with one single report instead of producing different types of documents for similar purposes. The structure and templates for the Games Knowledge Reports are obtained directly from the IOC. The graph below illustrates this streamlined approach.



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3.8 Manage Knowledge Management Programme,
Continued

Information and Document Management Tasks

The Planning & Coordination Function should be the overall coordinator for the gathering of supplementary documentation and material, as well as the required scale and scope statistics. Therefore, the Function must be able to receive, store, update (when required), and retrieve at any time the following elements:

- Games Knowledge Reports
- Supplementary documentation and materials
- Scale and scope statistics

In order to perform this task, the OCOG Planning & Coordination Function should collaborate closely with the Information Management function, and any other function of the OCOG as needed. In some previous Winter OCOGs, the Information Management function fell within the Planning & Coordination Function; however, each OCOG should make the decision on how to organise their structure to best suit their needs.

Tasks Necessary to Organise Information

If Information Management responsibilities fall under the OCOG Planning & Coordination Function, it will need to implement the appropriate processes and systems to manage the Knowledge Management material. This process should include the design, implementation and maintenance of the following:

- Efficient filing system for written material
- Efficient filing system for electronic material
- Hierarchical system controlling access to confidential written and electronic information
- Back-up system to ensure key documents are not permanently lost in the event of technical breakdown
- Version control system to ensure the latest number and date of documents periodically updated are easily discernible and communicated to relevant parties
- Process for coordinating the archiving of all necessary documents at the conclusion of the OCOG for delivery to the IOC.

If the Information Management function is a separate Function within the OCOG, it should work closely with the Planning & Coordination Function to properly ensure the implementation of the above processes, taking into account the particular expertise the Planning & Coordination Function has in areas such as structure of Games information and relationship with the IOC.

3.9 Other Key Programme Elements

Involvement in Other Key Projects
✕

Games Terminology

The IOC manages the "Official Core Terminology on Olympic and Paralympic Games" with the objective of providing a coherent baseline and common "language reference" throughout the Olympic Movement. Without being prescriptive, this terminology should lead to a more consistent use of "Games language" over the long-term, and improve communication and mutual understanding between the multiple entities involved in the Games.

The OCOG should fully assimilate and disseminate this terminology among the organisation, including all its related partners, in order to promote its use for all text and documents written in relation to the Olympic and Paralympic Games.

The Planning & Coordination Function should take a lead role in this respect in close collaboration with Information Management. Where necessary, tools and procedures should be introduced to support and facilitate the proper use of the terminology. The official list of terms is found on the Games Knowledge Extranet.

Official Report & OGGI

As described in Part I of this manual, the Olympic Games Official Report summarises the undertaking of the Games, and explains the history of the Games in a 4-volume structure. The Planning & Coordination Function should have a major involvement in organising the delivery of both Volume 2, concerning the preparation of the Games, and Volume 4, dealing with the Olympic Games Global Impact study (OGGI).

Information on Games preparation (Volume 2) is closely linked to the Knowledge Management process managed by the Planning & Coordination Function. The input comes principally from the Games Knowledge Reports, and accordingly the Planning & Coordination represents one of the main content providers for this volume.

The OGGI study (Volume 4) is launched immediately after the establishment of the OCOG. The skills coming from the Planning & Coordination Function can assist in setting up this project at this initial stage (facilitate the launch and structuring of the project within the OCOG). However, the OCOG needs to decide which function leads this project (e.g. Environment, Planning & Coordination). If a sustainability function exists in an OCOG, it could be assigned this task.

3.10 Evolution of the Planning & Coordination Role

Appointment of Planning & Coordination Function Head

The timing of the OCOG's senior management appointments should take place early in the OCOG's life so planning and work can begin properly. As one of the senior management members, the Planning & Coordination Head of Function should be appointed early, ideally within 6 months of the OCOG's foundation (G-6.5 years for a Summer Games and G-6 years for an Olympic Winter Games). Initially, this person should study all available official documents provided by IOC, arrange contact with the IOC to receive any additional documents or recommendations, and start defining the Function's role and main tasks.

Appointment of Function Head to approx. G-3.5 years

Initially, when the OCOG's staffing levels are small, the Planning & Coordination Function plays a vital role in working closely with the existing functions and closely supporting the Chief Executive Officer on such issues as:

- Establish the Function and its work distribution structure
- Prepare, update and monitor the Games Master Schedule (including the establishment of the obligations list)
- As soon as the Function is established, commence the initial Games Planning Process for the OCOG, consulting with the other heads of functions where they exist and using the information from the Technical Manuals for the remaining areas. Continue coordinating the functional planning stream of the Games Planning Process.
- Assist as required with the recruitment of other heads of functions and senior OCOG management
- Organise induction training for new OCOG personnel, particularly senior management (until Human Resources head is appointed)
- Manage the interface between the IOC and the OCOG Management
- Prepare reports and other material for Coordination Commission meetings, Project Reviews, Executive Board Meetings, and other meetings with the IOC. Information on the various meetings with the IOC can be found in Part I, Monitoring during the Pre-Games phase
- Prepare other reports (Risk Assessments, Issues Management, etc.)

Continued on next page

3.10 Evolution of the Planning & Coordination Role,
Continued

Appointment of Function Head to approx. G-3.5 years
(continued)

- Participate in Observers Programmes
- Manage & Organise the OCOG Knowledge Management Programme (coordination, capture and management of Knowledge Management Programme)

During this time, the coordination of the entire OCOG planning process is largely centralised within the Planning & Coordination Function.

From approx. G-3.5 to Games-time

As the OCOG's staffing levels increase, planning responsibility begins to be transferred from the Planning & Coordination Function to the functions and ultimately Venue Teams i.e. the planning process becomes decentralised throughout the OCOG. The role of the Planning & Coordination Function within OCOG during this time is to:

- Continue the planning role by supporting a (usually small) number of functions, (such as Finance), which remain outside the operational planning process
- Continue to lead the Functional Operational Planning, and in particular coordinate the planning process for all functions that have some operations outside venues and ensure that the functional operating plans (including the necessary functional policies and procedures) are developed
- Support Venue Management on preparation of venue-integrated schedules and cooperate closely with them to ensure consistency in the application of functional policies and procedures at the venues level
- Prepare reports and other material for Coordination Commission meetings, project reviews, Executive Board meetings, and other meetings with the IOC (see Part I, Monitoring during Pre-Games phase)
- Prepare other reports described in Part II, Monitor and Report Progress on Planning
- Identify, track and follow the issues resolution process.

Continued on next page

3.10 Evolution of the Planning & Coordination Role, Continued

From approx. G-3.5 to Games-time (continued)

- Manage the preparation of the Observers and Secondment Programmes. Information on these programmes can be found in Part I, Supporting – Assisting and Part II, Manage the Knowledge Management Programme.
- Manage the preparation and handover of Transfer of Knowledge material, as described in Part I, Supporting – Assisting and Part II, Manage the Knowledge Management Programme, of this manual.

As Games-time approaches, the need for any centralised planning is reduced and becomes confined to assisting with issues such as:

- Support and/or coordination of the planning of the Main Operations Centre (MOC), and the Command and Control planning. In the past, the development of the MOC has been handled by either the Planning & Coordination Function or the Command, Control, and Communications functions.
- Preparing for the Games operational readiness exercises (simulations that test the Games organisation).
- Initiate planning to prepare the organisation for the dissolution phase.

Ultimately, at Games time the need for any centralised planning virtually disappears as the OCOG is in operations mode. Thus, progressively from G-1 onwards, some Planning & Coordination Function personnel should be allocated to other roles.

Games-time

The alternative Games time roles to which Planning & Coordination Function personnel are re-assigned will obviously depend on their particular skills and interests and where the OCOG needs resources. However, as a general rule, the seniority and skills of these personnel would suggest Games time roles similar to:

- Head of Function: senior MOC executive
- Planners: middle management position within a Venue team or MOC manager
- IOC Liaison/Games Coordination expert: managing the Observer's Programme
- Further advance plan for dissolution

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3.10 Evolution of the Planning & Coordination Role, Continued

Post-Games

In the post Games phase, the Planning & Coordination Function plays a crucial role for various projects. As mentioned in the previous chapters of the document, these include:

- The finalisation of the transfer of knowledge materials including Games Knowledge Reports, supplementary documentation, and statistics
- Coordination of and participation in the Games Debriefing
- Contributions/coordination for the Official Report
- Contributions/coordination for the Olympic Games Global Impact (OGGI) Study

Recommendation

Planning & Coordination and Venue Management Roles

At G-3.5 years, the organisation starts its operational planning, the venue management team has been established, the Chief Operating Officer has been appointed and venue planning starts.

At this time, a struggle sometimes develops between the Planning & Coordination and the Venue management team to clarify respective roles and responsibilities. It is clearly desirable and strongly recommended that both teams continue their planning efforts in a cooperative and complementary way since:

- There are two main planning streams (functional and venue) in the Games Planning Process, which are linked and complement each other and should not be regarded as complete separate roles. Venue operations need to be planned but so also do a number of functional operations that are to be delivered outside specific Games venues. The OCOG should not concentrate only on the venue planning stream, but ensure that all key policies and procedures for main functions operating outside the venues are delivered.
- The Planning & Coordination Function has scheduling expertise, experience and cross functional knowledge that is extremely useful for the continuation of the functional planning
- The venue management team has expertise on the venue planning process and overall operations.

3.11 Planning & Coordination Role for Paralympic Games

Introduction

▸ **IPC**

The Planning & Coordination Function works closely with the Paralympic function of the OCOG in all aspects concerning the Paralympic Games. The models and divisions of responsibilities used in recent OCOGs vary. Generally, the Planning & Coordination Function maintains similar activities for the Paralympics as for the Olympics, whereas the Paralympic function takes on a senior management role.

Interface with the IPC

▸ **IPC**

It is the Paralympic function of an OCOG that usually represents the primary contact with the IPC and is responsible for updating the IPC in all developments related to the organisation of the Games.

Once the working relationship has been established, all OCOG functions, including the Planning & Coordination Function, may interact directly with IPC as appropriate for specific technical matters, while keeping the OCOG Paralympic function and IPC Paralympic Games Coordination Function informed on any key issues.

Paralympic function

The Paralympic function of the OCOG acts as the management team for the Paralympic Games, providing approvals and guidance in the planning and implementation of the Games to the other OCOG functions. In addition, the Paralympic function is usually the primary contact with the IPC.

The Paralympic function oversees, advises on and approves the scope, level of service and operational plans of all the other OCOG functions involved in the delivery of the Paralympic Games. In addition, the Paralympic function ensures and follows up on delivery of the contractual obligations with the IPC.

As such, the Paralympic function acts as support to the senior management for all key matters related to the Paralympic Games.

In recent OCOGs, the Paralympic function has sometimes directly led the planning of specific Paralympic projects, such as the Paralympic torch relay or ceremonies, even though the operations were then handled by the relevant OCOG function.

Continued on next page

3.11 Planning & Coordination Role for Paralympic Games, Continued

Tasks

The typical interactions between the IPC and OCOG Planning & Coordination are described more fully in Part I. These interactions include:

- Reporting to the IOC Coordination Commission & the IPC Governing Board on Paralympic Games progress
- Monitor and report progress on Paralympic Planning
- Integration of Paralympic plans into Olympic Games Planning Process
- Coordination of technical meetings
- Preparing and updating the IPC Master Schedule
- Managing the OCOG participation in the Games Knowledge Management Programme (see Part I, Supporting-Assisting and Part II, Manage the Knowledge Management Programme), especially for the:
  - Observer's programme
  - Official Games Debriefing
  - Secondment Programme
  - Collection of supplementary material and statistics

Tasks Assigned to Paralympic Function

The roles of training and support to OCOG decision making that have been described previously for the Olympics are usually assumed by the Paralympic function. It is the Paralympic function which briefs and trains staff on Paralympic issues and specific components. As a more managerial role, this function acts as decision making support to OCOG's senior executives.

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3.11 Planning & Coordination Role for Paralympic Games, Continued

IPC Master Schedule

The IPC Master Schedule is developed by the IPC and serves the same purpose as the IOC Master Schedule. The process for the preparing and updating the IPC Master Schedule is similar with the IOC Master Schedule (see Part I on IOC Master Schedule and the IPC Monitoring during the preparation period).

All planning should adapt an integrated approach for the Olympic and Paralympic Games whenever possible. Therefore, an analysis and evaluation of the ways to develop an integrated Olympic & Paralympic Games Master Schedule should be made prior the development, and the solution to be adopted should be validated with both the IOC and IPC.

Other OCOG Schedules

Functional Schedules

It is often in the detail that the functions develop that the level of planning and understanding of the Paralympic environment becomes apparent. Therefore, the guidance of the Planning & Coordination Function and spot checks in these areas are crucial.

Venue Integrated Schedules

The transition and changeover phase from Olympic to Paralympic mode are critical to the success of the Paralympic Games. The timelines are very tight and leave only a few days for the transition. The planning of activities of the venue team has to be detailed and understood in order to ensure the venue readiness for the Paralympics. Planning & Coordination should assist the venue teams in this process as required and ensure that key elements are covered.

Games Planning Process

As described in Part I of this manual, the Paralympic Games planning is an integrated part of the Games Planning Process and specific Paralympic sections have been incorporated in the outputs to be delivered throughout the process. The responsibility of the Planning and Coordination Function consists of ensuring consistency with the Olympic process and collaborate with the Paralympic function about the content provided by the OCOG functions. This should follow the principle of minimising duplication, and only highlight specific differences in the planning and scope.

Continued on next page

3.11 Planning & Coordination Role for Paralympic Games, Continued

Monitoring and Progress Reports

The task of monitoring and progress reporting is performed in close collaboration with the Paralympic function of the OCOG. It is often even the latter which takes the lead in this respect as their position in the OCOG makes them directly accountable for the follow-up of Paralympic related issues.

In any case, the Planning & Coordination Function supports the Paralympic function and provides information and input to the reporting process. Close collaboration between the two functions is crucial, whereas the detailed responsibilities also depend on the final structure of the OCOG.

Games Knowledge Management

With respect to the Games Knowledge Management Programme, the activities follow exactly the Olympic activities, as all the tools and process have been integrated as described in part I of this manual.

4.0 → Indicative Structure & Resources

Overview

Introduction

This chapter sets out suggestions as to how the Planning & Coordination Function should organise itself internally to best carry out the tasks and role described in the previous section. It also describes the numbers and skills of personnel likely to be needed to staff the Function.

Clearly, these will vary according to how an individual OCOG organises itself and the particular responsibilities allotted to each function. For this reason, all suggestions are labelled "indicative", and individual OCOGs must adapt these where necessary to suit their own individual circumstances.

Contents

This chapter contains the following topics:

Topic
Indicative Position in the OCOG Organisational Structure
Indicative Function Structure
Indicative Number and Skills of Personnel Required

4.1 Indicative Position in the OCOG Organisational Structure

Overview

The Planning & Coordination Function, in carrying out one of its integrator roles, provides services to other functions and therefore is a central area, as it is the only Function in a position to help all the other OCOG functions in their initial planning effort, determining the processes and the core planning team necessary to implement the Functional Planning stream of the Games Planning Process.

To perform the role efficiently, the Head of the Function should report directly to the OCOG top executive (usually the CEO) from at least G-7 to G- 3.5 years. This model was followed by several previous OCOGs including ATHOC and TOROC.

At about G-4 years, part of the Function's scheduling responsibility begins to be decentralised inside the OCOG, as functions reach different levels of planning detail. However, some core Planning & Coordination responsibilities continue to be performed centrally, to assist functions outside the operations process, such as the finance function, which has essentially corporate responsibilities.

Therefore the position of the Planning & Coordination Function within the OCOG organisation structure changes over time.

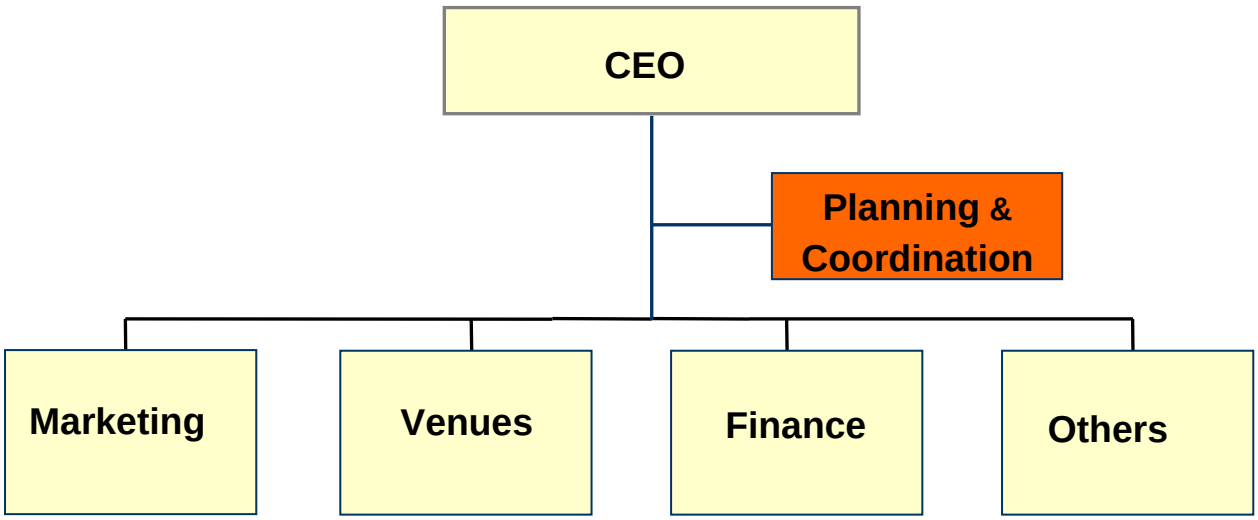
In past Games, OCOGs have followed different solutions on where and how the Function should be structured within the lifecycle. This section outlines the different options followed. The situation is summarised below:

Continued on next page

4.1 Indicative Position in the OCOG Organisational Structure, Continued

G-7 to G-3.5

The centralised Planning & Coordination Function will report during this period directly to the OCOG top executive (usually the CEO).



G-3.5 Years to Games-time

During this period, the planning staff progressively increases. The staff either remains located in the Planning & Coordination Function, representing the functions (Centralised Planning, as explained in Part II, Centralised or Decentralised?) or is moved out to the functions and assume planning responsibility for that particular Function (Decentralised Planning, as explained in Part II, Centralised or Decentralised?). In larger functions, these personnel may be engaged full-time on planning matters, whereas in smaller functions they may be engaged only part-time.

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4.1 Indicative Position in the OCOG Organisational Structure, Continued

G-3.5 Years to Games-time (continued)

Dual Reporting

Those planning personnel located within a function will have a dual reporting responsibility:

- To the Head of the function, on planning matters confined to that particular function
- To the Planning & Coordination Function, on planning matters which extend beyond their particular function.

This can be a complex concept, and the Planning & Coordination Function should ensure that clear lines of responsibility and reporting are drawn up and understood.

In this phase, as the role of the Planning & Coordination Function evolves, the Venue Management function starts the venue planning process and the Chief Operating Officer is appointed. The positioning and structure of the Function could also change. Past OCOGs have adopted different models of organisation for their Planning & Coordination Function. These are described on the next page.

Continued on next page

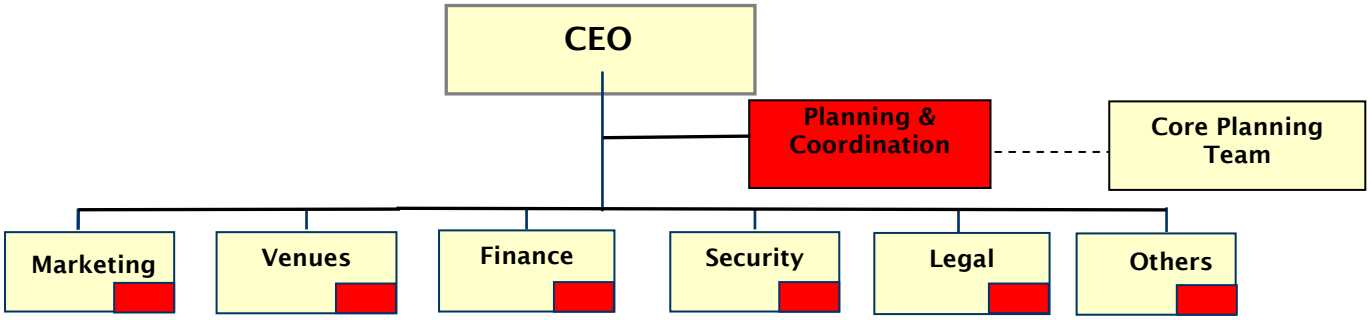
4.1 Indicative Position in the OCOG Organisational Structure, Continued

G-3.5 Years until Games-time: Indicative Structure – Option 'A'

A centralised Planning & Coordination Function retains its responsibilities as described above, reporting direct to the OCOG top executive responsible for the non-operational elements (usually the CEO). In the past, SOCOG and ATHOC followed this option. This centralised Function carries out overall monitoring; functional issues resolution; the functional planning process (working closely with the Core Planning team); those planning tasks which cannot be readily handled within the functions; and the other tasks described in the previous chapter.

Core Planning Team

As discussed in Part II, The Planning & Coordination Function's Role in the Games Planning Process, a core planning team (consisting of representatives of a number of OCOG functions) works on the Games Planning Process (functional and venue planning) to deliver the needed planning outputs. This team should work closely with the Planning & Coordination Function to achieve the required consistency and integration.



The red boxes indicate the staff with planning responsibility within each function. These "functions staff" that perform a planning role have dual reporting lines.

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4.1 Indicative Position in the OCOG Organisational Structure, Continued

G-3.5 Years until Games-time: Indicative Structure – Option 'A' (continued)

Opportunities

- Fully centralised coordination and control
- Centralised planning and achievements monitoring
- Single line of reporting to the OCOG senior management

Risks

- Failure to achieve effective following and understanding of all operational daily activity procedures
- Miscommunication with operations area due to lack of understanding of operational culture

G-3.5 Years until Games-time: Indicative Structure – Option 'B'

The responsibilities of the Function divide progressively into two parts.

The first part will include:

- Planning coordination for the functions outside Operations
- Overall monitoring and reporting to OCOG senior management
- IOC liaison and Games Knowledge Management
- Information Management (If Information Management is included in the scope of this Function)

The second part includes the following tasks:

- Operations planning and monitoring
- Updating information to the Planning & Coordination Function for overall reporting
- Continuing the implementation of the Functional Planning Stream (Part I, Games Planning Process), supporting the venue planning stream (schedules) and ensuring proper communication lines between the venue and functional planning (Part I, Games Planning Process)
- Operational readiness exercises (simulations that test the Games organisation)
- Games-wide Command and Control
- MOC planning and implementation

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4.1 Indicative Position in the OCOG Organisational Structure, Continued

G-3.5 Years until Games-time: Indicative Structure – Option 'B' (continued)

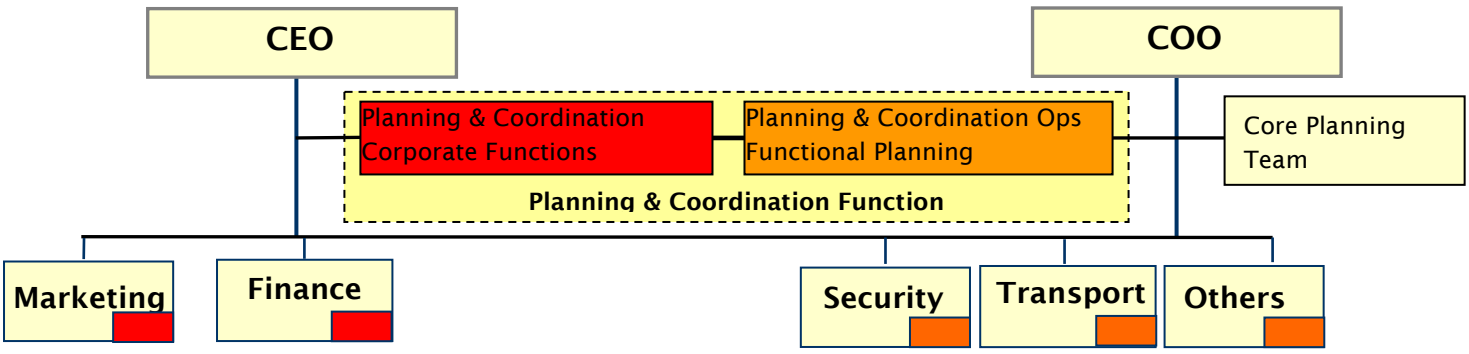
The split of responsibilities can be achieved either through:

- The restructuring of the Planning & Coordination Function into two main sections, which will, respectively, assume the responsibilities described above and, have dual reporting to the OCOG top executives (CEO and COO), (see yellow box in the following chart), or
- The creation of two Departments:
  - One to assume the responsibilities described above as "the first part" and reporting to the top executive responsible for the corporate functions (usually the CEO).
  - The second to concentrate on delivering the tasks described above as "the second part", and reporting to the top executive responsible for operations (usually the COO).

TOROC has followed this option with the creation of two departments.

Recommendation

Whichever solution is chosen, it is very important to put in place effective communication channels between the two sections or Departments. This will ensure the OCOG senior management has a good understanding of the overall status of preparation (including non-operational and operational functions).



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4.1 Indicative Position in the OCOG Organisational Structure, Continued

Option B'

Opportunities

- It is the centre of the operational planning which allows
  - High-level management involvement and
  - Good understanding of the Operations area.
- Effective use of resources with cross-functional understanding
- Establishing an effective link between functional and venue planning

Risks

- Communication between planning for non-operational functions and planning for operational functions requires significant effort
- Dual reporting lines to the OCOG senior management could affect efficiency

4.2 Indicative Function Structure

Description

Normally, the Planning & Coordination Function has a very flat structure, with the Head reporting to the OCOG top executive (usually the CEO). When operational planning phase commences (see previous section). he may also partially report to the OCOG top executive responsible for operations (usually the COO).

The structure followed within the Function by previous OCOGs has been:

- Planning Managers responsible for various parts of the overall planning and coordination task reporting to the Head of Function
- A manager responsible for liaison with the IOC
- In some (Winter Games) OCOGs where the Planning & Coordination Function was also responsible for the Information Management function, the Function included Information Management personnel (an information management Manager and experts).

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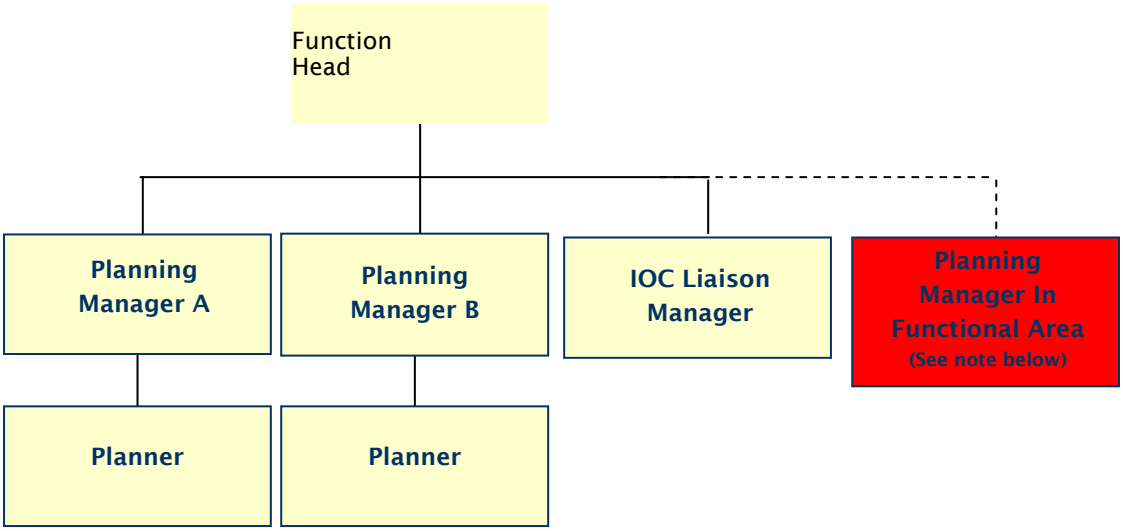
4.2 Indicative Function Structure, Continued

Organisational Structure

The organisation of the Function is as follows:



Note: Planning Managers in functions have dual reporting responsibility

Section Manager Option

In some past OCOGs, the Head of Function hired a Section Manager to oversee the planning managers and also liaise with the IOC. Naturally, if this option was followed, no IOC Liaison Manager was hired.

4.3 Indicative Number & Skills of Personnel Required

Number of Personnel Required

The number of personnel required for the Planning & Coordination Function varies over the life of the OCOG as shown in the table below. Note that these numbers are based on a decentralised solution after Venue Planning commences (see Part II, Centralised or Decentralised?).

Since the Summer and Olympic Winter Games differ significantly in scale, the staffing numbers also vary.

The Information Management staffing numbers are included in the tables below in case an OCOG decides to have this section within the Planning & Coordination Function.

WINTER OLYMPIC GAMES – INDICATIVE STAFFING NUMBERS

Phase	Head	Planning Managers	Planners	Support Staff	Others
G-7 to G-6	1	1	0	1	0
G-6 to G-5	1	3	2	1	1 IOC Liaison/Games Coordination Manager 1 Information Management expert
G-5 to G-3	1	3	6	1	1 IOC Liaison/Games Coordination Manager 2 Information Management experts
G-3 to Games Time					
Centralised*: planners staying with the P&C Function	1	3	2	1	1 IOC Liaison/Games Coordination Manager 1 Information Management expert
Decentralised*: planners move to functions	1	1	6	0	1 IOC Liaison/Games Coordination Manager

* More information is provided in subsequent section entitled Centralised or Decentralised?

Note 1: Numbers shown are full-time equivalents i.e. as most Decentralised Planners are only engaged part-time on planning matters, 6 full-time equivalents may in fact be 24 individuals working in 24 separate functions but spending only 25% of their time on planning matters.
Note 2: If the Planning & Coordination Head decides to appoint a Section Manager to oversee the Function, no IOC Liaison Manager is required.
Note 3: If the Planning & Coordination Function is assigned to other tasks (other than those already described in Section 3.0 such as the MOC Planning & Development), these staffing numbers need to be reviewed.

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4.3 Indicative Number & Skills of Personnel Required, Continued

Number of Personnel Required (continued)

SUMMER OLYMPIC GAMES – INDICATIVE STAFFING NUMBERS					
Phase	**Head**	**Planning Managers**	**Planners**	**Support Staff**	**Others**
G-7 to G-6	1	2	0	1	0
G-6 to G-5	1	3	3	1	1 IOC Liaison/Games Coordination Manager 1 Information Management expert*
G-5 to G-3	1	3	9	1	1 IOC Liaison/Games Coordination Manager 2 Information Management experts*
G-3 to Games Time					
Centralised*: planners staying with the P&C Function	1	3	4	1	1 IOC Liaison/Games Coordination Manager 1 Information Management expert*
Decentralised*: planners move to functions	1	1	10	0	1 IOC Liaison/Games Coordination Manager

* More information is provided in Part II, Centralised or Decentralised?

Note 4: Numbers shown are full-time equivalents i.e. as most Decentralised Planners are only engaged part-time on planning matters, 10 full-time equivalents may in fact be 40 individuals working in 40 separate functions but spending only 25% of their time on planning matters.
Note 5: If the Planning & Coordination Head decides to appoint a Section Manager to oversee the Function, no IOC Liaison is required.
Note 6: If the Planning & Coordination Function is assigned to other tasks (other than those already described in Section 3.0 such as the MOC Planning & Development), these staffing numbers need to be reviewed.

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4.3 Indicative Number & Skills of Personnel Required, Continued

Indicative Skills Required

A broad description of the skills required for the various personnel making up the Planning & Coordination Function is set out below. As these personnel provide a service function and frequently need to extract and analyse information, and then sometimes recommend changes, it is important they possess significant communication skills and the ability to develop a good team spirit.

Project Characteristics Impacting Recruitment

As discussed, the Planning and Coordination Function is one of the first Functions to be established to support the OCOG in setting up its strategy and structure. In the first few months, this Function plays an important role in defining tools and processes to launch this complex project and providing confidence to Executives and other functions that it is under control.

An Olympic Games is different from other complex industry projects such as construction, technology or aeronautics. It does not fit within normal project planning and coordination framework. It is complex because of the rapidly growing environment with:

- specific constraints such as multiple clients and partners with different objectives,
- a particular local culture operating in an international context,
- multiple sites spread out over a large area,
- many different functions and activities, and a staff with very different backgrounds and professional cultures
- the quick evolution from a strategy phase to a large-scale operational phase

It is important that the Planning & Coordination Function captures from and communicates to all functions the key information for the project. Therefore, the Function staff needs to have an understanding of project planning and coordination standards but be ready to adapt their methods to this complex environment, possess significant communication skills and work within a team.

Continued on next page

4.3 Indicative Number & Skills of Personnel Required,
Continued

Head of Function

Role: lead the Planning and Coordination Function
Reports to: Top OCOG Executives (CEO and/or COO, according to preparation phase and OCOG organisation).
Counterparts: other Function representatives, IOC Olympic Games Department, Government Authorities when appropriate.

The Head of the Function plays an important role in keeping the project under control but also in playing an integrating role in encouraging other partners in the OCOG, particularly senior management, to accept and support the Function's coordination. This will depend on his ability to analyse information, introduce appropriate tools and processes, define priorities, and, most importantly, communicate effectively with executives and other functions.

Significant experience in the planning and coordination of complex projects is obviously important. In addition, an understanding of the operational environment and its specific culture will be needed to enhance his/her capacity to support the organisation as it evolves from the strategic to the operational phase. Experience in special events and/or managing projects (not necessarily of great scale) from design to delivery will add value to planning and coordination skills.

Ability to adapt to various changes and new constraints, to deliver under pressure, to lead and manage a team, and to operate in an international environment (including fluency in English) should be considered as relevant skills.

Continued on next page

4.3 Indicative Number & Skills of Personnel Required, Continued

Section Manager

Role: manage the Planning Managers and relations with the IOC.
Report to: Head of Function
Counterparts: IOC Olympic Games Department, other functions representatives.

The Section Manager will play an important role in establishing the planning process and working with the Planning Managers to deliver all key functional deliverables. As well, he will also work closely with the IOC to establish the process for the OCOG's reporting to the IOC, and will organise the meetings.

Ability to operate in international environment and fluency in English should be considered as relevant skills.

Planning Manager

Role: lead a scheduling section covering a number of functions and managing the work of several Planners.
Reports to: Head of Function
Counterparts: other Function representatives

The Planning Manager should have previous experience in managing several planners engaged in scheduling of several multi-task projects. Good understanding of a scheduling process and tools is important as specific requests might be presented from time to time, involving cross functional activities or special projects, inter-acting with master schedules, reports, issues management etc. Ability to grasp a multi-task project, to evaluate its schedules' consistency, to identify issues and define priorities is vital. The Planning Manager will interact with other functions and will need to understand their specific culture and targets.

Ability to adapt to various changes and new constraints, to manage a team and to be fluent in English should be considered as relevant skills.

Continued on next page

4.3 Indicative Number & Skills of Personnel Required, Continued

Planner

Role: prepare and monitor schedules
Reports to: Planning Manager
Counterparts: Function Planners

The Planner has a good knowledge of scheduling software and prior experience in preparing and monitoring schedules. The Planner should be able to identify issues or inconsistency when building or up-dating a schedule. When there is a lack of information or when the tasks don't match adequately, his ability to raise proper concerns with his Planning Manager or the appropriate function will save time and avoid misunderstanding.

In contrast with the Planners working within the Planning and Coordination Function, those acting inside a Function require previous relevant experience in this specific area.

IOC Liaison Coordinator

Role: Prepare Working Groups, Coordination Commissions, Observer's Programmes and reporting as needed, and ensure a constant link with the IOC Olympic Games Department. In some cases, this person may also be responsible for the Olympic Games Knowledge Programme if Information Management function is not within Planning & Coordination Function.
Reports to: Head of Function
Counterparts: Planning Manager, Planners, Information Manager, other relevant functions

Previous experience in an Executive and/or business unit environment with reporting tasks is desirable for the IOC Liaison Coordinator. Ability to deal in an international environment, to coordinate various functions within the same process, to communicate effectively at various levels both externally and internally and to speak English are relevant skills. Important to possess good organisational and project management skills.

Continued on next page

4.3 Indicative Number & Skills of Personnel Required,
Continued

Information Manager

Role: implement and overview a document management system and archiving process, and coordinate the knowledge transfer program
Report to: Head of Function
Counterparts: Other functions, IOC Olympic Games Department and IOC Information Management Function, Government Authorities where appropriate

The Information Manager is a specialist in document classification, archiving and document management both in processes and information systems. The ability to analyse and synthesise documents, to develop training where needed, to motivate all functions to participate in the programme, to communicate well both internally and externally and to speak English are relevant to this position. Previous experience in an Olympic Games environment and an understanding of and familiarity with specific Olympic terminology would be an advantage.

5.0 → Key Strategic Choices

Overview

Introduction

Throughout its life, the Planning & Coordination Function will be faced with a number of key strategic decisions. Often, these must be made comparatively early in the OCOG's life when little knowledge has been gained and little information is available to guide the decision making processes. This section sets out the more important of these strategic decisions and provides some guidance as to the choices available and the consequences of each. Obviously, the suggestions made should be adjusted to suit the particular circumstances of each individual OCOG.

Contents

This section contains the following topics:

Topic
In-house or Outsource?
Centralised or Decentralised?
Choice of Software
Link to Cost

5.1 In-house or Outsource?

The Issue

Is it more efficient to have an internal Planning & Coordination Function using in-house, employed staff or to outsource the entire function to an external agency such as a consultancy or similar company?

In-house

Advantages

- More easily accepted by the other functions, being part of the same team
- Generally less expensive (although sponsorship arrangements can alter this)
- Better flexibility if employees have to be moved to other OCOG areas
- Personnel more committed to OCOG, no dual responsibility to external agency as well as OCOG

Disadvantages

- Often difficult to entice specialist staff to leave career positions for comparatively short term employment
- Harder to manage temporary high workload situations

Outsource

Advantages

- Easier to secure skills gained in previous Olympic Games
- Flexibility to replace persons if not performing well
- Possibility of using part-time specialists
- Quicker start-up process due to past experience

Disadvantages

- Outsource company may wish to move people to other projects for commercial reasons
- Less management control over individuals
- Outsource company may provide employee benefits different to those of OCOG which can cause frictions
- Significant effort should be made to integrate the outsource company into the OCOG in order to maximise efficiency and utilisation of the Function.

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5.2 Centralised or Decentralised?

The Issue

A further significant issue is whether to centralise or decentralise the Planning & Coordination Function as the Games Planning process (see Part I, the Games Planning Process and Part II, The Planning & Coordination Function's Role in the Games Planning Process) proceeds.

Centralised

Under the Centralised option, the schedules forming part of the various Functional Business Plans are all prepared, and subsequently updated, centrally by the Planning & Coordination Function. The same approach is adopted for the preparation of the schedules forming part of the Venue Planning phase once this commences, as explained in Part I, and Part II, The Planning & Coordination Function's Role in the Games Planning Process.

Advantages

- All schedules are presented uniformly
- Coordination and interface problems are minimised
- Less man-hours probably involved as there are minimal learning problems

Disadvantages

- Functions (and subsequently Venue Teams) are less likely to feel obligated to perform to schedules prepared by others (even if they "sign off" on them after preparation)
- Ultimately, Venue Teams must accept responsibility for their own planning so why delay the inevitable?
- Lack of direct involvement in and knowledge of the day-to day life of the functions means less understanding of their operations

Continued on next page

5.2 Centralised or Decentralised? Continued

Decentralised

Under the Decentralised option, most of the schedules forming part of the various Functional Business and other Plans are prepared, and subsequently updated by planners employed within the functions themselves, with the Planning & Coordination Function merely checking these, as well as preparing schedules for those functions which lack the resources and/or skills to prepare their own. The same approach is adopted for the preparation of the schedules forming part of the Venue Planning stream once this commences, as explained in Part I, Games Planning Process, and Part II, The Planning & Coordination Function's Role in the Games Planning Process.
Under this option, the role of the Planning & Coordination Function becomes one more of coordinating the planning process performed by others i.e. setting up templates, checking for consistency and omissions, providing planning advice when requested etc, rather than one of actually doing the planning, apart from for those (usually small number of) functions lacking the resources and/or skills to do their own.

Advantages

- Functions (and subsequently venue teams) are significantly more likely to feel bound by, and perform in accordance with, schedules they prepare themselves
- The functional teams (and subsequently the venue teams) gain a deeper insight into the task ahead of them by undertaking the planning process themselves
- Planning managers gain a better understanding of the functional and venue operations and issues, and can closely follow up the operational planning evolution.

Disadvantages

- The completed schedules will be less consistent and variable in quality (although the checking undertaken by the Planning & Coordination Function should minimise this)
- Omissions and/or overlaps are more likely; the Planning & Coordination Function has to work hard to identify and correct these

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5.2 Centralised or Decentralised?, Continued

Preferred Practice

Both options have been used in the past by different OCOGs with success. Thus, either option can be made to work.

However, experience suggests that whilst the Centralised option is almost inevitable between G-7 and G-5 while functions build resources, movement to the Decentralised option when circumstances permit, normally commencing between G-5 and G-4, will produce a better overall outcome. This culminates, at about G-3, with the Function being effectively divided in two organisationally as described in Part II, Indicative Position in OCOG Organisational Structure of this manual.

This preferred practice basically derives from the fact that:

- All OCOG functions, and consequently the conduct of the Games, will benefit if the Functions recognise the benefits of, and hence embrace, effective planning. This can be best demonstrated by the functions carrying out their own planning and experiencing first-hand the benefits this planning can provide.
- However, some form of centralised Planning & Coordination Function remains necessary throughout the OCOG's life to provide a concentrated supply of planning skills and resources to those functions lacking these facilities or remaining centralised due to the operational activities on the field.

5.3 Choice of Software

Introduction

Typically, the following software is required by the Planning & Coordination Function

- Scheduling (including an effective reporting system)
- Risk Assessment
- Issues Management and,
- Information Management (if carried out within this Function).

It is ideal if one software package is found to handle all key planning and coordination tasks, i.e. scheduling and reporting, risk assessment and issues management. However, if this is not possible, then it is important that these systems are linked as far as possible and information is stored in one database.

Scheduling Software

Choice

A software package for the development of schedules is necessary as soon as the Planning & Coordination Function is operational. Most popular scheduling tools on the market offer new users easy, rapid training, which will allow the planner to prepare schedules in an appropriate way. A variety of such packages is commercially available, the most common probably being MS Project and Primavera. Both of these have proven to be satisfactory in past Games. Consequently, the final choice will probably be dictated by commercial considerations with sponsorship opportunities perhaps possible.

Continued on next page

5.3 Choice of Software, Continued

Scheduling Software (continued)

Number of Licenses for Scheduling System

Subsequently, such software will need to be made available to all OCOG functions for the preparation of the detailed Functional and Venue Integrated schedules as explained in Part I the Games Planning Process, and Part II, Prepare and Update other OCOG Schedules). Whilst the number of such licences will be for the OCOG to determine based on its own intended method of operation, purely as a guide the experience of previous OCOGs suggests the following numbers of licences may be required:

- Summer Games: 100
- Winter Games: 90

Note: These numbers are based on the fact that each user (Planners, Senior Management, etc.) is being allocated his/her own individual licence. Considerable economies are possible if sharing is introduced.

Selection of Scheduling Tool △

As mentioned in Part II section Prepare and Update Games Master Schedule, the choice of the project planning/scheduling software should be compatible with the need for easy communication with the IOC and easy management of the IOC Master Schedule. This choice of software must be submitted to the IOC for approval.

If any major changes in scheduling software are decided after the initial selection, these changes must also be submitted to the IOC for approval.

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5.3 Choice of Software, Continued

Reporting Software "Dashboard"

In the past, a few OCOGs have used a support reporting software, "the Dashboard", to facilitate and enhance progress reporting. This software can interface with the scheduling software and can allow the extraction of all needed information to prepare status reports on:

- Milestones achieved
- Milestones not achieved
- Milestones expired
- Milestones rescheduled (how many times)
- Impact on timing, resources, etc

An extensive evaluation of commercially available reporting software should be undertaken to define if the existing software meets the OCOG's reporting needs or if it is necessary to develop its own.

Issues Management Software

The register of issues and monitoring of completion of the actions defined to resolve the issues are important for the follow up of the project. This will be easier with the use of the database which will allow easier management of information (data capture and retrieval) and the production of reports for meetings.

Risk Assessment Software

The monitoring of risks and the actions related to them will be made easier with the use of appropriate software to allow easier report production for meetings such as the OCOG senior management meetings, Operations Meetings, IOC Coordination Commissions, IOC Executive Boards, Project Review Meetings.

Some past OCOGs have developed internally the specific software. Overall the system should :

- Follow up with all relevant functions the risk recovery actions
- Show continuous status reports
- Create a link when necessary with the Games Master Schedule milestones

In the past, the "Dashboard" was used also to produce the Risk Assessment reports.

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5.3 Choice of Software, Continued

Information Management Software

Where the Information Management function is part of the Planning & Coordination Function (as has happened in some Winter Games OCOGs), a Document Management System should be also put in place. This software should ensure the preparation, classification, and control of all documents.

In addition this system should allow the monitoring of the authorisation, release and distribution of the documents and the revision process, as well as offering easy retrieval.

Again, a variety of Information Management software is available and the final choice should be dictated by commercial factors and whichever best suits the OCOG's intended method of operation.

Such a system should be acquired at the beginning of the OCOG's lifecycle, to avoid a dangerous backlog with the internal or incoming documentation. It is important to educate the new hired personnel in the use of this software in order to guarantee continuity in the use of this important system.

5.4 Link to Cost

Not Recommended

An electronic link between the various project schedules and the related costs, and perhaps human resources, is a task that an OCOG may consider in principle attractive as, in theory, it could provide a single reporting tool to integrate information regarding time, costs and resources.

Experience suggests, however, that in present circumstances the effort required to derive and implement such an integrated system within the unique environment of an Olympic Games is not warranted. For example, such an approach was examined for the 2000 Olympic Games in Sydney but was abandoned when it was found that the programming input required significantly exceeded any likely benefits. Consequently, at this stage, such an approach is not recommended.

Where possible, however, the same structure should be used for both planning purposes and cost control, thus facilitating the manual determination of the impact of a change in one of these on the other.