SPORT

Technical Manual

on Sport

Technical Manual on Sport

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International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Sport**

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

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II. Changes from Previous Version

Introduction

The majority of content in this version is new for November 2005.

Context

While this is a new document, as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs, some of its content is the consolidation of previously existing manuals, namely:

Technical Manual on IF Requirements

This Technical Manual on Sport is effectively the logical progression from the previous Technical Manual on IF Requirements which provided general and sport-specific requirements for each sport. The Section 1 'General Requirements' has now been integrated into this manual whereas the sport-specific requirements, by IF, are now included as Annex A of this manual.

IOC Sport Equipment Guidelines

The previously existing document entitled "IOC Sport Equipment Guidelines" is now included as Annex B of this manual.

In addition, this manual provides detailed planning information that was not previously presented to an OCOG or bidding city in a consolidated format.

III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Technical Manual on Workforce
- Technical Manual on Accommodation
- Technical Manual on Media
- Technical Manual on Venues – Design Standards for Competition Venues
- Technical Manual on Olympic Village
- Technical Manual on Paralympic Games
- Technical Manual on Ceremonies
- Technical Manual on Brand Protection
- Technical Manual on Medical Services
- Accreditation and Entries at the Olympic Games – Users' Guide

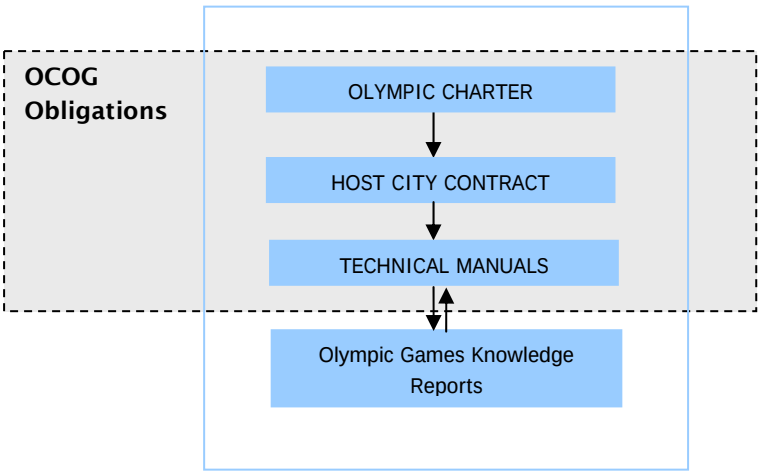
IV. Information Road Map

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.

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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.

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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 Sport are to:

- Provide all obligations and requirements for Sport in the Olympic Games in one document
- Provide the general and specific technical requirements of the International Federations in relation to each of the individual sports and the relations with the IFs
- Provide OCOGs and bidding cities with a comprehensive outline for the organisation of Sport in the Olympic Games
- Provide advice and guidance based on successful practices from recent Olympic Games, to OCOGs and bidding cities.

Limits

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

Target Audience

The target audience for this manual includes:

- The OCOG Sport Function– managers and staff (in particular the Head of Sport)
- Other OCOG Functions that need to provide services and support to the OCOG's Sport Function
- The Host NOC which has a valuable support and advisory role to the OCOG and OCOG Sport
- International Federation staff and Technical Delegates
- Sport Equipment Suppliers
- Applicant and Candidate Cities.

Context

The Technical Manual on Sport is based on the IOC Olympic Charter and Host City Contract obligations, supplemented by advice, direction and guidance in the form of Olympic Games best practices drawn on experience from previous Games.

VII. Executive Summary

OCOG Sport Function

The Technical Manual on Sport offers the guidance and direction to OCOG Sport personnel based on 'successful practice' from previous Olympic Games. The model for the Sport Function developed in this manual is the result of experience and best practices from several recent editions of the Olympic Games. The OCOG may need to adjust this model to its own national and cultural characteristics and such adjustments should be discussed with the IOC.

Experience shows that the OCOG Sport Function should embrace four key Programme Areas:

- Sport Management
- Sport Competition
- Sport Policy and Operations
- Sport Services

OCOG Head of Sport

The Head of Sport should be one of the earliest appointments made once the OCOG is constituted and should be a senior executive staff member in terms of experience and status within the OCOG, including membership of the OCOG Executive Management body.

The Head of Sport should ideally have International sport/major event experience (including some involvement with previous Olympic Games), high level management, public relations and strong leadership skills.

Continued on next page

VII. Executive Summary, Continued

Sport Management

Sport Management should support the Head of Sport in managing the Sport Function budget, recruitment for the department, management of the IOC/OCOG Project Planning milestones and reporting to the IOC/ASOIF/AIOWF/GAISF and the IFs.

Sport Competition

Sport Competition provides the focus on the organisation of each individual sport/discipline, including:

- Sport planning for each Competition Management group
- Competition Management Staff and Sport Volunteers
- IF Relations and IF/OCOG Cooperative Agreements
- Test Event schedules and the scope of sport activity in each event
- Competition and Training Venue requirements for Sport
- Key person within venue team responsible for sport competition and IF relations.

Sport Policy and Operations

Sport Policy and Operations takes responsibility for the development of generic sport policies and works closely with other relevant OCOG Functions in the development and implementation of those policies across the OCOG e.g. Competition Delays, Postponements and Cancellations Policy which deals with delays to the sport competition and/or postponement of competition for whatever reason.

A specific task is the development of Competition Venue Operating Policies, which is led by Venue Operations Function with Sport playing a key role. Other responsibilities include developing guidelines, policies and deliverables for:

- Sport Equipment
- Sport Publications
- Technical Officials and IF Services
- Games Training Venues.

Once the policies and operating guidelines are agreed, the Competition Managers will assume specific sport responsibility for sport equipment, training venues and technical officials as a part of their individual sport competition team.

Sport Policy and Operations should also be responsible for the development of policies, operating guidelines and the running of the Sport Command Centre (SCC) as a key element of the OCOG Main Operations Centre (MOC), and the Sports Information Centre (SIC) which is located in the Olympic Village and is the key provider of sport specific information to NOCs at Games time.

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VII. Executive Summary, Continued

Sport Services

Sport Services provides essential services to each sport competition team with particular emphasis on technology-based services through close liaison with the OCOG Technology Function and the technology suppliers. These services include:

- Olympic Sport Results and Information Services (ORIS), which is developed under the leadership of the IOC and in cooperation with the IFs, each OCOG Competition Manager, Media , OCOG Press Operations, OCOG Technology, and the technology suppliers such as Timing and Scoring, On-Venue Results and Central Results
- Provision of scoreboards, video boards, timing, judging systems for each sport competition
- Management of OCOG Sports Entries Systems in cooperation with IOC and each IF
- Establish and manage Sports Presentation, including provision of resources for the effective presentation of each sport at the competition venue. This includes music, announcers, use of videos and in-venue entertainment, with the aim of providing an excellent experience for both athletes and spectators. Liaison with the Host Broadcaster (OBO) and Medal Ceremonies Functional Area is an important task
- Development and management of the Competition Schedule; the programme of sports events in a daily format and ultimately in a minute-by-minute format. The schedule initially presented in the candidature phase is a continually evolving timetable and presented on an appropriate software format requires continued consultation with each IF and the Host Broadcaster (OBO), Ticketing, Venue Operations and Transport Functions of the OCOG.

Other OCOG Functions

Sport plays a key role in the OCOG and needs to liaise closely with those OCOG Programmes and Functions that have a responsibility for providing services for the athletes and IFs, e.g. NOC Services, Accommodation, Olympic Village, Venue Construction, Venue Operations, Press Operations, Host Broadcaster (OBO), Medical, Doping Control and Transport. Sport is responsible for providing the actual requirements, level of service etc. and the relevant OCOG Function will deliver those requirements primarily through the venue team.

Paralympic Games

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The Paralympic Games and the Olympic Games should be organised in an integrated manner within the OCOG, with the OCOG Sport Function being responsible for the organisation of sports in both Games. The Sport Function can appoint a Paralympic Games Manager, who should ensure the interests of the Paralympic Games and their specific needs in areas such as classification and the non-Olympic sports.

Refer to the Technical Manual on Paralympic Games for detailed information specific to the Paralympics.

VIII. Technical Presentation

Scope

This technical manual covers the Sport Function, and how the OCOG can successfully organise and plan for the requirements for Sport in relation to the Olympic Games. This manual describes the Function itself, with principle sub-function areas, as well as its key relationships with other functions, opportunities for legacy, and includes the IF Requirements and IOC Sport Equipment Guidelines.

Position in OCOG Structure

Sport is the central function for the organisation of the Games. Most other functions within an OCOG should incorporate the specific elements of Sport into their own planning. As such, this manual should provide key information within all areas of the OCOG and Games organisation.

IX. Link to OCOG Phases

Introduction

The following table overlays the evolution phases of an OCOG (per the Generic Planning Process as described in the Technical Manual on Planning, Coordination, and Management of the Olympic Games) with descriptions of responsibilities to be completed by the Sport Function.

Sport Management and Sport Competition

The general timeline for Sport Management and Sport Competition is as follows:

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• Appointment of Head of Sport • Establish main contact points in IFs • Sport and IF input into venue construction design
2	Strategic Planning	G-65 to G-42	• Appointment of Competition Managers in consultation with IFs and NFs • Appoint Sport Programme Managers • Define Sport Function structure and responsibilities • Develop Sport Strategic Plan • Begin IF and NF negotiations in developing a strategy, policy and schedule for Test Events • Establish communication policy with IFs and key point(s) of reference within OCOG • Identify schedule of attendance at key IFs events for sport staff observation and experience
3	Operational Planning	G-41 to G-6	• Draft and administer IF Cooperative Agreements • Develop Sport Budgets for staffing, travel and incidentals • Input on establishing satellite city venues • Define initial numbers for ITOs, NTOs and IF Officials • Develop detailed milestone planning • Identify numbers and locations for IF Accommodation • Obtain IF approval on Test Event Schedule • Sport events and quotas submitted to IOC Executive Board for approval • Technical Delegates appointed by IFs • Finalisation of Competition and training Venues • High level of Sport input and education in Venue Operating Plan process and development • Draft Sport FF&E requirements for all venues

Continued on next page

IX. Link to OCOG Phases, Continued

Sport Management and Sport Competition (continued)

	Phase	Month	Responsibilities
4	Testing	G-24 to G-6	• Finalise staff and sport volunteer numbers • Volunteer recruitment • Develop and implement Sport Volunteer Training Programme • Cooperative Agreements signed with all IFs • Appointment of Competition Management staff • Test Event planning, implementation and review • Detailed Competition Activity Schedule developed and refined
5	Operational Readiness	G-5 to G-1	• Contingency Planning • Transition to venues • MOC/SCC in place and operational
6	Games Operations	Games, Transition, & Paralympics	• Execution of Olympic Games • MOC fully operational • Transition to Paralympic Sports
7	Dissolution	G to G+12	• Post-Games Reports • Legacy Issues

Sport Policy and Operations The general timeline for Sport Policy and Operations is as follows:

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• Review documentation of previous OCOGs • Review bid obligations • Establish roles and responsibilities • Policy development and integration within OCOG
2	Strategic Planning	G-65 to G-42	• Review Sport Equipment Guidelines from previous Games
3	Operational Planning	G-41 to G-6	• Pre-Games Training Guide developed and updated annually • IFs to provide advice on Sport Equipment requirements • Begin Sport Equipment procurement • Produce IF Reports and submit annually • Identify any NTO training requirements • Identify IF and Technical Official Accommodation sites

Continued on next page

IX. Link to OCOG Phases, Continued

Sport Policy and Operations (continued)

	Phase	Month	Responsibilities
4	Testing	G-24 to G-6	• Number of Training Sites agreed with each IF • Finalise Sport Equipment suppliers and procurement • Explanatory Book content drafted, reviewed and approved • Explanatory Book distributed to NOCs • Team Leaders Guide content drafted • Technical Officials Guide content drafted • Sport Entry and Competition Forms designed and approved where necessary • Test Event Forms and Publications produced • Develop and conduct NTO Training Programme • IF and CM approval of IF accommodation and Technical Official accommodation sites • IOC Approval of Technical Official Per Diem amount • Identify any sport specific Technical Officials uniform requirements with IF • Develop Technical Officials uniform distribution and alteration plan with Uniform function.
5	Operational Readiness	G-5 to G-1	• Team Leaders Guide reviewed, approved and distributed • Technical Officials Guide reviewed, approved and distributed • Technical Officials names received from IF • Sport equipment is received and distributed
6	Games Operations	Games, Transition, & Paralympics	• Distribution of Technical Officials uniforms • Sport Command Centre
7	Dissolution	G to G+12	• Equipment salvage • Fulfil legacy obligations

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IX. Link to OCOG Phases, Continued

Sport Services The general timeline for Sport Services is as follows:

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• Review efforts of previous OCOGs • Review bid obligations • Establish roles and responsibilities
2	Strategic Planning	G-65 to G-42	• Competition Schedule by day developed
3	Operational Planning	G-41 to G-6	• Competition Schedule by session submitted to IFs for approval • Competition Schedule by session submitted to IOC Executive Board for approval • Sport events and quotas submitted to IOC Executive Board for approval • SEQ system defined and finalised • ORIS plans approved by IFs, IOC and OCOG. • Participate in 'Requirements Phase' of ORIS project • FOP specifications for results technology defined • Develop the schedule of draws for sports • Videoboard, Scoreboard, Timing and Scoring equipment requirements defined • Sport Presentation Creative Plan defined • Music, video and entertainment production concepts defined
4	Testing	G-24 to G-6	• Participating and testing of all Sport Services areas at Test Events • Detailed Competition Schedule finalised • Results technology services requirements finalised • Sport Presentation Creative Plan approved by each IF • Recruitment of announcers and commentators • Generic template for cue sheets developed • Design and approval of Sport Entry Forms and SEQ Manual • Sport Entries and Qualification Guide released by IOC
5	Operational Readiness	G-5 to G-1	• Verification of Entries data after Accreditation deadline • Participation in Pre-DRM and DRM Meetings • Generic and sport specific videos developed • Sport specific cue sheets finalised • Master anthems and ceremony music finalised
6	Games Operations	Games, Transition, & Paralympics	• Manage athlete substitution progress with IOC
7	Dissolution	G to G+12	• Prepare Reports on ORIS/Entries/Competition Schedule.

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 Sport. 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.

Key Obligations

Main Obligation

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

Deliverables

The main deliverables of the sport function include:

- Delivery of high quality sport competitions on the Olympic Programme in close cooperation with the IFs and in accordance with IF and IOC technical requirements
- Providing high quality sport competition and training facilities while following IF and IOC technical requirements
- Coordinating with other functions and/or support services e.g. Accreditation, Accommodation, Media, Transport, Technology
- Developing a cooperative relationship with all International Federations to ensure optimal results for organisation of each sport.

Sport as the Focus of Olympic Games

Sport is the central component to the organisation of the Olympic Games. In order for the sport competitions to be very well organised Sport shall play a leading and influential role within the OCOG and liaise very closely with the IFs, the IOC, and the National Sports Federations of the Host Nation.

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XI. Obligations Checklist, Continued

Key Obligations (continued)
✕

International Federations

Each IF is responsible for the supervision of the respective sport competition, in accordance with the IF rules and under the direction of the IF Technical Delegates. The IFs' experience, knowledge and expertise, however, go well beyond the field of play and therefore should be consulted as much as possible on all elements affecting sport and the athletes. The following principles should be taken into consideration to ensure optimal results:

Bilateral contact - established between the OCOG and each IF to ensure an exchange of information, and a mutual understanding of each other's needs and requirements.

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

The list of Olympic Sports and acronyms can be found in the Olympic Charter.

Issue Resolution

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

IOC

The IOC sets out the requirements and policies which each OCOG must adhere to in organising the Games, including the determination of the Sport Programme itself. If any such policies or procedure require modification, upon approval by the IF concerned and the IOC, the new policy or procedure will overrule the existing policy or procedure in this manual

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
Boxed Lunches	Pre-Packed meals provided to athletes, team and technical officials on occasions where they require meals outside the Village or accommodation sites.
Cooperative Agreement	An agreement between the OCOG and the IF that serves as a reference tool for managing expectations by clearly defining the deliverables and services that the OCOG will provide to the IF, and vice versa, together with an explanation of how the OCOG and IF will work together to finalise the specific arrangements as required by each sport for the Games.
Delegation Registration Meeting (DRM)	Every NOC must attend a DRM with the OCOG prior to being permitted entry into the Olympic Village. The DRM will check and validate all individual and team athlete entries together with accredited officials in line with the IOC Accreditation Guide.
Detailed Competition Activity Schedule (DCAS)	Identifies to the minute the activities each sport competition team will complete on a daily basis for each session of competition.
Daily Sport Activity Schedule (DSAS)	The DSAS includes the DCAS but also includes all the key activities leading into the competition, starting from the time the sport competition team move into the competition venue through to the bump out.
General Association of International Sport Federations (GAISF)	Groups together International Sports Federations and various other associations with the aim to: defend worldwide sport, become better informed and to inform, co-operate together and to co-ordinate their activities. GAISF host a General Assembly annually.

Continued on next page

XII. Specific Glossary, Continued

Presentation (continued)

Term	Definition
IF Officials	President, General Secretary (and/or equivalent executive position), Technical Delegates, Executive Board Members, Staff and Guests of the International Federations.
Judge	The role, responsibility and function of judge vary from sport to sport, according to IFs' rules. The judge is appointed by the IF as an international or national technical official with specific duties in relation to judging, staging and administering the competitions.
Jury	A Jury is the body composed of Technical officials appointed by the International Federation in charge of making rulings on all technical questions concerning their respective sports. The specific role, responsibilities and functions of the Jury vary from sport to sport, according to IFs' rules. Their decisions, including and related sanctions, are without appeal, without prejudice to further measures and sanctions which may be decided by the IOC Executive Board or Session (OC, bye-law to rule 49, point 4.5)
Homologation	A system of certification of the FOP by Technical Delegates, or other IF-approved expert in accordance with IFs' rules, every set number of years (varies by sport) to qualify to host high-level events.
Referee/Umpire	The role, responsibility and function of the referee/umpire vary from sport to sport, according to IFs' rules. The referee is appointed by the IF as an international or national technical official with specific duties in relation to arbitrating, staging and administering the competitions.
Sport Command Centre (SCC)	The central coordination point for the OCOG Sport Function during the Games. The purpose of the SCC is to provide a physical location and process for centralised information, coordination, reporting, and decision-making.
Sport Equipment	Equipment used during Test Events training and competition, for the Olympic and Paralympic Games. The Sub Programme which manages the sport equipment project.
Sport Information Centre (SIC)	Located in the Olympic Village, the SIC provides the best possible information related to competition and training and the services needed by all NOC/NPC members who live in the Village and have access to the Residential Area.

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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.

1.0 → Sport Function

Executive Summary

Introduction

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

Standards for Organising Sport for the Olympic Games
△ ✕

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

Summary

The Sport Function is responsible for ensuring that the athletes of the Olympic and Paralympic Games are provided the best environment and opportunity to train and compete. The Sport Function delivers these services and ensures that other OCOG Functions and external entities understand the athlete and International Federation (IF) requirements so that they can deliver the appropriate services.

The Sport Function should help ensure that the athletes and the sport competitions remain the focus of the organisation of the Olympic Games at all times. Sport is the primary source of all information relating to the sports on the Olympic Programme and the requirements of the athletes and IFs. Sport has a responsibility to inform and educate all Functions within the OCOG and external parties involved in the provision of services for the athletes, IFs, NOCs, etc.

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

Executive Summary, Continued

Key Interactions

Internal

Service Providers: All OCOG Functions
Clients: OCOG Venue Teams
All other OCOG functions: Other internal functions with a link to Sport and contribute to efforts of Sport activities.
A key interaction is with Village and NOC Services Function.

External

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

Contents

This chapter contains the following topics:

Topic
1.1 Scope of Sport Function
1.2 Structure and Organisation of Sport Function.
1.3 Key Internal Relationships with Sport
1.4 Key External Relationships with Sport
1.5 Sport Management
1.6 Staffing
1. 7 Legacy

1.1 Scope of Sport Function

Introduction

This section provides a brief summary on the activities that make up the scope of the Sport Function.

Sport Activities

Sport Management

Responsible for providing the leadership, direction and central management of all activities of the Sport Function. The Head of Sport oversees all the activities of the Sport Function.

Sport Management activities include: Budget Management, Commercial Management and Department administration and Relations with IFs.

Sport Competition

Responsible for the planning and management of the sport competitions on the Olympic Programme.

Sport Competition should implement the regulations of each IF to deliver each sport at the highest level. This includes providing the services to all IF personnel and technical officials to enable them to conduct their Games-time functions, in support of the competition.

Sport Competition activities include: Competition Management, HR/Staffing, Sport Volunteers, Test Events and IF Relations/Cooperative Agreements.

Sport Policy and Operations

Should be responsible for providing centralised planning and implementation of policies, services, processes, operational standards and functions applicable to all sports on the Olympic and Paralympic Programme.

Sport Policy and Operations Sub Programme Areas include: Sport Publications, Sport Equipment, Games Training, Sport Policy and Operations, Sports Information Centre, Sport Command Centre and IF/ Technical Official Services.

Sport Services

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

Sport Services activities are included within the fields of: Sport Entries, Results/Timing, Competition Schedule and Sport Presentation.

1.2 Structure and Organisation of Sport Function

Introduction

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

Key Skills and Experience of Senior Sport Function Staff

Head of Sport

- The Head of Sport should have experience in delivering international sporting events at a high level plus strong management and public relations skills.
- The Head of Sport should be in place early in the life of an OCOG to thoroughly understand the responsibilities of Sport within the OCOG, and develop strong relationships with the IOC Sports Department and IFs.
- The Head of Sport should have a key role in promoting the role of sport within the OCOG and must play an active role in the senior management of the OCOG.

Sport Managers

- All Sport Managers should have previous Olympic Games and/or event experience at an international level as administrators, team officials or as athletes.
- Appointment of Managers should occur five years before the Games depending on the structure employed and the experience of the individual.

Example of Structure Evolution

An example of the positive evolution of the internal Sport Function reporting structure was demonstrated by ATHOC in the area of Competition Management. Initially all 28 Competition Managers singularly reported to the Sport Competition Programme Manager. Two years out from the Games, the 28 sports were divided between the four Sport Programmes Managers. This allowed for better communication and improved the general accessibility and sharing of information between all the Competition Managers and Sport Programme Managers.

Example of Sports Commission Sydney 2000

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

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

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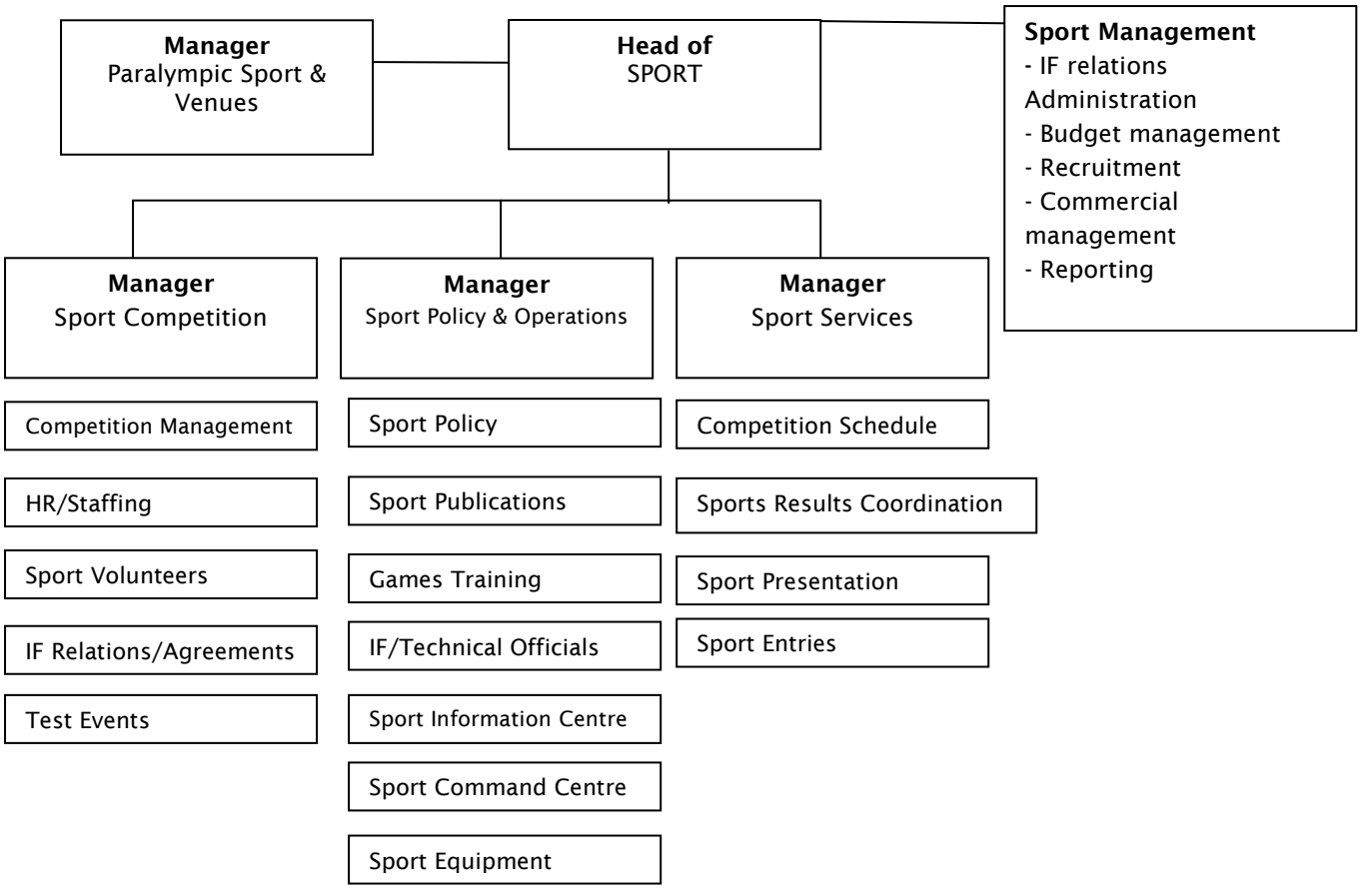
1.2 Structure and Organisation of Sport Function,
Continued

Sport Function Structure and Allocation of Activities

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

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

The Sport Function structure for a Winter Games could maintain most of the Sport Programmes and Sub Programmes outlined, however the structure may be modified to meet the specific organisational conditions applicable to a Winter Games or to a particular city.



1.3 Key Internal Relationships with Sport

Introduction

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

Most OCOG functions will be represented in the venue teams, which will have responsibility at Games time to manage an efficient venue to support the competing athletes.

Relation with Other OCOG Functions

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

Function	Relationship
Olympic Village	• Athlete needs in the Olympic Village • Design and operation of Sports Information Centre • Design and operation of Strength Training and Recreational Facilities
Medical	• Medical Services through the Polyclinic in the Olympic Village • Medical Services at training sites and competition venues
Doping Control	• Pre-Games Out Of Competition Testing protocols in the host country • Role of Doping Control in Test Events and during the Games
NOC Services	• Sport briefings and venue visits for pre-Games NOC visits • Competition Schedule • Sport Information to NOCs through OCOG Reports to NOCs, Continental Associations and ANOC and Chef de Mission Pre Games Seminar • Training sites details and operational planning policies • Pre-Games Training sport requirements
Logistics	• Freight requirements of each sport e.g. horses, sailing boats • Delivery of sports equipment to and from competition and training sites • Warehousing of sports equipment
Transport	• Athlete/Teams transport requirements for training and competition • IF and technical official transport for official functions and competition • Competition Schedule implications for transport

Continued on next page

1.3 Key Internal Relationships with Sport, Continued

Relation with Other OCOG Functions (continued)

Function	Relationship
Venue Operations	• Role of Sport in the Venue Teams • Field of Play and athlete facilities at the venue e.g. warm up areas, athlete changing rooms, storage/installation/maintenance of sport equipment • Sport Presentation for each sport • Competition Schedule • Test Event schedule of Events • Accredited seating arrangements and protocol management in relation to IFs • IF working conditions/office needs
Host Broadcaster (OBO)	• Development of Competition Schedule • Venue designs in respect of field of play impact through camera positions • Scope of Sport Presentation • Technical implications on broadcast graphics
Accreditation	• Sport/IF requirements at competition venues and training sites • Special access requirements e.g. grooms in equestrian, athlete replacement through injury, substitutes, training partners etc.
Accommodation	• Requirements for all International Federations' officials, staff and guests at Games time • Requirements for all International Federations' officials and staff pre-games, including Test Events and IF Visits • Requirements for National Technical Officials, Sports Volunteers and National Federations at Games time.
Marketing	• Sport Equipment VIK procurement and Look of the Games • Sport to 'sign-off' on all sporting images used for coins, stamps, merchandise, pictograms, banners, publications and brochures • Sport requirements for Test Events in regard to sponsor support, merchandising, promotion and advertising
Legal	• Sport Memorandum of Understanding with National Federations for Test Events • Sport Cooperative Agreement with International Federations • Sport requirements in training and competition venue usage contracts
Press Operations	• Overall operational management of media in relation to IF and sport experience • Venue designs in respect of field of play impact through photo positions and photographers (Pool) movements

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1.3 Key Internal Relationships with Sport, Continued

Relation with Other OCOG Functions (continued)

Function	Relationship
Technology	• Timing and scoring • On-Venue results • Technology services requirements • SEQ systems • Internet services
Medal Ceremonies ✕	• Theme and style of Medal Ceremonies • Sport specificity of certain medal ceremonies (e.g. rowing, track cycling etc.) • Timing of the Medal Ceremonies in respect of the Competition Schedule and DCAS • Sports Results role in respect of names/Countries for Medals and Diplomas Specific requirements for medals and ceremonies are found in the Technical Manual on Ceremonies.
Procurement	• Sourcing all sports equipment
Venue Development	• Provision of IF venue requirements • Construction timetable with reference to establishing Test Event dates • Sport legacy
Look of the Games	• Field of Play requirements • Sport equipment branding • Sport images • IFs recognition
Ticketing	• Competition schedule • IF Requirements

1.4 Key External Relationships with Sport

Introduction

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

Building Working Relationships with External Clients

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

Relationship with other OCOG Functions

Whilst they do not deal with them directly, it is also important for all Functional Areas of the OCOG, not just the Sport Function, to have an understanding and appreciation of the roles and responsibilities of the key external clients of the Sport Function. This will assist them in the provision of the service-related items that they are to deliver to meet the needs of the stakeholders.

Relationship with IOC Sport Department

The IOC dedicates staff from the IOC Sport Department to liaise direct with the OCOG Sport Function on areas of Games planning relating to sport and the athletes.

The staff of the IOC Sport Department provides direction and advice to the Sport Function. The IOC Sport Department can assist with proposed strategies and the suggested direction for which issues can be best solved, based on prior experience and agreed IOC policies and guidelines.

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1.4 Key External Relationships with Sport, Continued

Relationship with International Federations (IFs)

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

- Review and approval of schematic and operational venue designs for their respective sport
- Specification of the competition format and approval of the competition schedule
- Approval of the competition and training venues
- Definition of the qualification system based on the athlete quota determined by the IOC
- Specification of the sports equipment to be provided from nominated suppliers
- Approval of transport plans for the IF, athletes and officials
- Attendance at test events in order to review OCOG operational readiness
- Nomination of the international technical officials in accordance with the numbers agreed with the IOC
- Agreement to the number of national technical officials and eventual training programmes for NTOs
- Approval of the Explanatory Booklet (the detailed information on a sport-by-sport basis)
- Involvement in the development of Olympic Results and Information Service (ORIS) and the results systems and field of play layouts
- Validation of the technical specifications of the FOP
- Review and approval of Sport Presentation elements, including announcers
- Review of medal ceremonies
- Approval of accommodation for all IF Officials
- Review of sport-specific media services, including broadcasting
- Venue protocol
- Sport-specialised volunteers (training)
- Scoring, timing and results
- Medical and Anti-doping
- Approval of sport-specific look of the Games

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1.4 Key External Relationships with Sport, Continued

Relationship with International Federations (IFs) (continued)

In addition to the IFs' technical responsibilities defined by the Olympic Charter, the specific roles and responsibilities of the IF relating to the organisation of an Olympic Games are detailed through the development of a Cooperative Agreement between each IF and the OCOG (detailed later in Sport Competition Chapter).

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

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

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

ASOIF/AIOWF Role / Relationship

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

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

AIOWF represents the IFs involved in the Olympic Winter Games in the same manner as ASOIF does for the IFs in the Olympic Games. The Winter Games OCOG should liaise with AIOWF in the same manner as outlined above in respect of ASOIF.

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

Continued on next page

1.4 Key External Relationships with Sport, Continued

Key IF Meetings and Conferences

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

These meetings, and regular contact with the IFs, will assist in developing a high quality working relationship with each and every IF, and these Associations. Importantly this relationship between the Federations and the OCOG will ultimately make it much easier to negotiate any venue changes necessary, both large and small, and other matters which required delicate negotiation with the respective Federation.

Relationship with National Federations (NFs)

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

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

The NFs in cooperation with the Host NOC have the key role of preparing their athletes for the Games. The performances and results of the Host Nation athletes can have a significant role in the success of the Olympic Games.

In most sports, Host Country NFs will also have input and are consulted in the following areas of planning and operation:

- Appointment of OCOG Competition Managers
- Recruitment and training of the national technical officials
- Venue and equipment legacy matters
- Secondment of staff to fill sport-specific competition management roles and
- Hosting existing NF events and/or bidding for IF events to be used as test events (detailed in chapter on Sport Competition)

The Competition Manager should be the primary contact point between NFs and the OCOG. The Competition Manager should keep the NFs informed of the progress in organising their respective sports and the Games generally on a regular basis. However, it is extremely important for the IFs that they remain the final authority for all elements of the organisation of the competitions and that this distinction in responsibilities is made clear with the NFs from the outset.

Continued on next page

1.4 Key External Relationships with Sport, Continued

National Olympic Committees (NOC)

The primary role of the National Olympic Committees (NOC) is to select and prepare suitably qualified athletes and supporting team officials as nominated by their respective National Federations, to participate in the Olympic Games.

In planning for their team's participation in an Olympic Games, NOCs liaise directly with the Sport Function to coordinate the requirements for their athlete entries. The NOC's principle point of contact with the OCOG is the OCOG NOC Services / Relations Function.

1.5 Sport Management

Introduction

This section outlines the responsibilities of Sport Management.

Sport Business Plan

The Sport Business Plan is a document that sets the overall objectives of the specific Function; puts forth the organisations that will be involved in achieving the Function's goals and internal and external organisation; quantifies and secures required resources; provides an overall roadmap (Functional Schedule) for the Function's effort, risks and opportunities. The Sport Business Plan concentrates on the scope for sport (reviewing the scope and objectives described in the 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, the Games time planning is initiated for the first time in the Games Planning Process. The Function starts defining Games time concepts (what is to be delivered during Games time, where, from whom). This information will be reviewed further in the process, led by Sport Operations in the development of the Sport Operating Concept Plan.

This document must be provided to the IOC. The Sport Business Plan should cover all Areas within Sport including: Sport Management, Sport Competition, Sport Policy and Operations and Sport Services.

Centralised Budget Management

Due to the large scope of the Sport Function, the Sport budget could be centrally coordinated in order to ensure consistent budget planning and management strategies in line with the OCOG Finance Department systems.

Specific Budget Responsibilities

The Budget Management Sub-function should be responsible for the following:

- Establishing the budget templates for each Sport Sub-function in cooperation with OCOG Finance Function
- Working with the Managers from each Function to set up and monitor their respective budgets
- Management of budget items common to all Sport activities including Office Supplies, Human Resources, Travel and Accommodation

Continued on next page

1.5 Sport Management, Continued

Centralised Commercial Management

In the early planning stages, the Sport Function has a requirement for a significant number of contracts and agreements to be drawn up between key external clients and the OCOG to officially document services to be provided by the respective parties. Examples include:

- Development of agreements with NFs for Test Events
- Commercial Agreements with Sport Equipment Suppliers
- Test Event Sponsorship Agreements (in cooperation with OCOG Marketing)
- Cooperative Agreements with IFs

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

Function Administration

With the office of the Head of Sport located within Sport Management, a central administration team should support the core services provided and support the significant number of enquiries and correspondence directed to the Head of Sport and Sport Function.

1.6 Staffing

Sport Function Staffing

Outlined below are examples of staffing for the Sport Function based on the organisation chart presented in this chapter. More information on staffing including job descriptions can be found on the Olympic Games Knowledge Extranet at ogkm.olympic.org.

Sport Management Staffing

A recommended generic staffing model for Sport Management based on a Summer Games is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 72	Head of Sport	1	Paid	S,W
G – 72	Executive Assistant	1	Paid	S,W
G – 48	Commercial Manager	1	Paid	S
G - 48	Finance Manager	1	Paid	S,W

Sport Competition Staffing

A recommended generic staffing model for Sport Competition based on a Summer Games is outlined below.

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 60	Programme Manager	1	Paid	S,W
G - 36	Programme Assistant	1	Paid	S,W
G – 36	Project Manager	1-2	Paid	S,W
G – 36	Project Manager - Weather	1	Paid	W
G – 24	Project Officer	2	Paid	S,W
G – 18	Administration/HR Manager	1	Paid	S,W
G - 12	Travel Assistant	1	Paid	S

Continued on next page

1.6 Staffing, Continued

Competition Management Staffing

Outlined below are 17 generic paid Competition Management position titles, based on a Summer Games with a suggested recruitment timeline that may vary from sport to sport (these could also be applied in the Winter Games context).

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G-54	Competition Manager	1	Paid	S,W
G-30	Deputy Competition Manager	1-2	Paid	S,W
G-30	Administration Manager	1	Paid	S,W
G-30	Technical Operations Manager	1	Paid	S
G-12	Sport Services Manager	1	Paid	S
G-2	Training Site Manager	1	Paid	S
G-2	Field of Play Supervisor	1	Paid	S
G-2	Athlete/Official Services Supervisor	1	Paid	S
G-2	Sport Equipment Supervisor	1	Paid	S
G-2	Secretariat Supervisor	1	Paid	S
G-2	Staff Services Supervisor	1	Paid	S
G–2	Technical Operations Supervisor	1	Paid	S
G-2	Sport Services Supervisor	1	Paid	S
G-2	Sport Administration Supervisor	1	Paid	S
G-2	Sport Information Supervisor	1	Paid	S
G-2	Training Site Supervisor	1	Paid	S

Continued on next page

1.6 Staffing, Continued

Sport Policy & Operations Staffing

A recommended generic staffing model for sub-functions under Sport Policy & Operations based on a Summer Games is outlined below.

Games Training

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G - 54	Games Training Manager	1	Paid	S
G - 24	Games Training Coordinator	1	Paid	S

Sport Equipment

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

Sport Operations

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 36	Sport Operations Manager	1	Paid	S
G - 24	Sport Operations Coordinator	1	Paid	S

Continued on next page

1.6 Staffing, Continued

Technical Officials and IF Services

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 36	Technical Officials and IF Manager	1	Paid	S,W
G – 4	Technical Officials Coordinator	2	Paid	S

Sport Publications

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 36	Publications Manager	1	Paid	S,W
G – 24	Publications Coordinator	3	Paid	S
G – 24	Publications Coordinator - Paralympic	1	Paid	S
G – 24	Graphic Designer	1	Paid / Part Time	S
G - 18	Production Manager	1	Paid	S

Continued on next page

1.6 Staffing, Continued

Sport Services Staffing

A recommended generic staffing model for sub-functions under Sport Services based on a Summer Games is outlined below.

Sports Results

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 48	Sports Results Coordinator	1	Paid	S
G – 36	Results Group Leader	5	Paid	S

Note: In Sydney and Athens, Sports Results was staffed with one manager to lead the planning and preparation at Games minus four years. When detailed ORIS planning begins an additional 5 staff should be recruited to manage a group of sports each. The following table shows the generic model used in both the Sydney and Athens Games.

Sport Entries

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

Continued on next page

1.6 Staffing, Continued

Sport Presentation

Recruitment Timeline	Position Title	Number	Type	Summer (S) Winter (W)
G – 26	Sport Presentation Manager	1	Paid	S
G – 24	Operations Manager	1	Paid	S
G – 24	Technical Manager	1	Paid	S
G –24	Production Managers	4	Paid	S
G –24	Administration Assistant	1	Paid	S
G – 18	Video Producer	2	Paid	S
G – 18	Music Coordinator	1	Paid	S
G – 6	Presentation Manager	36	Paid	S
G –1	Announcers	130	Paid	S
G	Audio Operators	50	Paid	S
G	Video Operators	30	Paid	S

1.7 Legacy Opportunities

Introduction

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

Sport-related Legacy Opportunities

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

New/Upgraded Competition Venues

New/Upgraded Competition Venues can provide a very valuable physical legacy to all sports/disciplines in the Olympic Games with the exception only of those sports that utilise totally temporary venues.

Usually an OCOG or the Host City will renovate or upgrade existing venues no matter how recently the venue was constructed. This may come in the form of improved access, improved lighting, telecommunications cabling and expanded support facilities.

New/Upgraded Training Venues

An OCOG will traditionally need to provide between 40-60 summer training venues in addition to those sports that allow the use of their competition venue to also serve as a training venue, e.g. Velodrome, Rowing, Canoe/Kayak (flatwater & slalom).

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

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

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

Continued on next page

1.7 Legacy Opportunities, Continued

Sport-related Legacy Opportunities (continued)

Sport Equipment

An OCOG will require more than 100,000 items of sport equipment to meet the needs of all sports competitions, training venues and test events. Much of this will be leased or loaned by sponsors/suppliers, however the OCOG will have to purchase or receive through 'value in kind' a significant quantity of sports equipment.

As has been done in previous Olympic Games, this equipment, which is the property of the OCOG, could be made available to the National Sports Federation, Sports Clubs, National Training Centres or Sports Venues as a valuable legacy of the Olympic Games.

Sports Volunteers, National Technical Officials and Management Staff

Approximately 7,000 – 10,000 staff (volunteers, technical officials and paid staff) will be recruited, many from the National Sporting Federations, to support the operations of the sports competition in the summer edition.

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

Sport Participation

One of the greatest benefits to come from the Olympic Games is that the world's best athletes, and particularly those of the host nation, may become wonderful role models for the young citizens of the Host Nation and other countries as well. Sports clubs in the host countries usually report dramatic increases of interest in most sports and increased numbers of new members, new licensed athletes, etc.

Continued on next page

1.7 Legacy Opportunities, Continued

Sport-related Legacy Opportunities (continued)

Hosting International Sporting Events

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

Increased Involvement in International Federations

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

2.0 → Sport Competition

Executive Summary

Introduction

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

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

Sub-functions that are centrally coordinated by Sport Competition usually include: Competition Management, Milestone Planning, Issue Identification & Tracking, Staffing, Sport Volunteers, IF Relations/Cooperative Agreements and Test Events.

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

Contents

This chapter contains the following topics:

Topic
2.1 Sport Competition Administration
2.2 Competition Managers
2.3 Competition Management Workforce
2.4 Sport Volunteers
2.5 IF Relations and Cooperative Agreements
2.6 Test Events
2.7 Competition Venues
2.8 Sports With Specialist Requirements

2.1 Sport Competition Administration

Introduction

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

Generic Sport Competition Projects

Under the direction of the Function Manager, a core team of Sub-function Manager staff are required to work on identified sport competition projects that are generic to all sports including: Milestone Planning, Issue Identification & Tracking and IF Visits.

Staffing

An example of a generic staffing model for the core Sport Competition team responsible for the generic sport competition projects can be found in Section 1.6 on Staffing.

Milestone Planning

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

Issues Identification and Tracking

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

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

Coordination of IF Visits

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

2.2 Competition Managers

Introduction

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

Competition Manager for Every Sport
△ ×

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

Skills and Experience Required

In recruiting Competition Managers, the key objective should be to identify suitably experienced persons with strong organisational and management skills, a background within their respective sports, preferably with international sporting event experience and an established relationship with their respective IF. Language skills may also be an asset for some sports, depending on the tradition in the respective IF (e.g. some IF administration is primarily francophone whereas others are more anglophone-oriented).

Recruitment

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

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

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

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

Continued on next page

2.2 Competition Managers, Continued

Appointment

Depending on their experience Competition Managers could be employed 4 years prior to the Games, primarily in order so that they can experience first hand the staging of the Olympic Games, prior to their own Games.

Multidiscipline Sports

Competition Managers of multidiscipline sports in most cases have the capacity to manage the organisation of one of the disciplines, whilst appointing a Deputy Competition Manager/s to oversee the organisation of any other disciplines.
e.g. Gymnastics Competition Manager could be responsible for the Trampoline discipline, and Deputy Competition Managers should be appointed for Artistic and Rhythmic.

Training

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

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

Reporting

It is recommended that the Competition Managers have two lines of reporting:

- They report to the Sport Competition Manager on sport-specific issues such as staffing, competition schedule, test event operations, fields of play, accommodation and technical officials
- They report to the Venue Manager on venue-related issues such as access zoning, camera positions, technology, office and furniture requirements and transport.

2.3 Competition Management Workforce

Introduction

This section outlines the scope of the Competition Management Workforce.

Human Resource

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

In past Summer Games, Competition Management has developed a total of approximately 1800 job descriptions covering all paid and volunteer positions. Contractors also need to be taken into account when managing workforce needs.

Competition Management Workforce

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

Paid Workforce

- Each Competition Manager should have a team of administrative and technical staff who are progressively appointed to plan and deliver the sport.
- Over the period of four years leading into a Summer Games, the total number of paid workforce recruited to Competition Management can grow from approximately 30 to 470 across all sports.
- Sport Competition paid workforce for a Winter Games can range from 15 from three years leading into a Games to up to 60 at Games time, across all sports.

Generic Competition Management Workforce

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

Continued on next page

2.3 Competition Management Workforce, Continued

Recruitment

The recruitment timeline for Competition Management Staff should be progressive and on a sport-by-sport basis in accordance with the demands placed on the sport by other Functions, the timing of its Test Event and scope of each sport's operation.

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

2.4 Sport Volunteers

Introduction

This section outlines the scope of Sport Volunteers.

Sport Volunteers
✕

Specialist Volunteers

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

Baseline Requirements

Each Competition Manager is given a brief on the roles and number of volunteers used at the past Games. The Competition Managers should review the list to develop their baseline volunteer requirements. The numbers are progressively reviewed through Venue Dot Planning exercises. For processes, see the Technical Manual on Workforce.

Job Titles

Sport Volunteer job titles should be standardised across sports where positions are generic across sports. i.e., FOP Supervisor, in consultation with Workforce Planning.

Recruitment

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

Targeted Recruitment

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

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

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2.4 Sport Volunteers, Continued

Training

All Sport Volunteers undertake the three levels of OCOG volunteer training, being Orientation Training, Venue Training and Job Specific Training. Each sport works with the OCOG Workforce Function to develop the necessary training modules and materials as required for the successful delivery of Sport Job Specific Training.

Participation in Test Events

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

Appointment and Communication

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

2.5 IF Relations and Cooperative Agreements

Introduction

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

Technical Obligations for IFs

△ ✕

As explained in the Olympic Charter, each IF is responsible for the technical control and direction of its sport at the Olympic Games and all elements of the competitions, including the schedule, field of play, training sites and all equipment must comply with it rules. For all these technical arrangements, the OCOG must consult the relevant IFs. The holding of all events in each sport is placed under the direct responsibility of the IF concerned.

IF Requirements

Annex A – IF Requirements details the specific and technical information as it relates to Olympic Games requirements of IFs. The manual provides information on the IF general requirements that are applicable to all IFs. The IF sport-specific requirements include:

- Competition Format
- Competition Schedule
- Officials
- Sports Equipment
- Test Events

Role of Sport Competition

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

Primary Contact for IFs

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

2.5 IF Relations and Cooperative Agreements, Continued

Role of IF Technical Delegate
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Each IF appoints two Technical Delegates who, on behalf of the IF, oversee the technical control and direction of their respective sport. The specific roles and responsibilities of the Technical Delegates are highlighted in the Olympic Charter and include:

- Ensure that the rules of the IF competitions are complied with
- Review and validate all technical elements of the competitions including entries, venue standards, competition schedule, test events and services for IF Officials and Technical Officials including accommodation, meals and transport
- Ensure that all competitors comply with the provisions of the Olympic Charter
- Enforce, under the authority of the IOC and the NOCs, the IOC's rules in regard to the eligibility of the participants before the Olympic Games (preliminaries) and during the Olympic Games.
- Prepare and revise their IF's technical requirements for the candidate cities together with the IOC.

Expenses for Technical Delegate
△ ✕

As outlined in the Olympic Charter, the OCOG is responsible for the reasonable expenses (airfares, board and lodging) of the Technical Delegates from at least five days prior to the start of the first event of their sport until the end of the Games.

Appointment of Technical Delegate

The Technical Delegates are appointed by the IF at least 3 years before the Games.

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2.5 IF Relations and Cooperative Agreements, Continued

IF Visits to Host City △

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

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

The OCOG must provide the following support services to Technical Delegates/IF Officials on official OCOG visits:

- Accommodation (single room – 4 star minimum)
- Meals or a Per Diem
- Language translation, if required
- Business Class return air tickets

Obligation for IF Cooperative Agreements △

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

IF Cooperative Agreements

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

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

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

Continued on next page

2.5 IF Relations and Cooperative Agreements, Continued

Schedule of Items for Inclusion

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

- Athlete & Officials Venue Facilities
- Competition Schedule
- Competition and Training Venue
- Competition Management
- Entries and Qualification
- IF Venue Facilities and Equipment
- IF Accommodation, Accreditation & Transport
- IF Officials, Staff and Technical Officials
- IF Technical Visits, Congress and Meetings
- Competition Format
- Sport Equipment
- Scoring, Timing & Results
- Medical & Doping
- Broadcast
- IF Reports & Publications
- Uniforms
- Media
- Test Events

Administration of Agreements

The IF Cooperative Agreements should be centrally managed and administered by Sport Competition.

The Agreement should be amended as necessary when updated information is received from the respective OCOG service provider e.g. Accommodation.
When the content of the Agreement is finalised it should be signed off by the OCOG Head of Sport and Competition Manager before being presented to the IF for final signature.

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

Dispute Resolution ✕

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

2.6 Test Events

Introduction

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

Organisation of Test Events

△ ✕

As explained in the Olympic Charter, in accordance with a formula submitted to the IOC Executive Board for approval, the OCOG, after consultation with the IFs, may organise pre-Olympic events for the purpose of testing the facilities to be used during the Olympic Games, in particular the technical aspects of venues and technology.

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

Core Objectives of Test Events

The core objective of Test Events is to produce the best possible environment for all Functions of the OCOG to test their Games operations under conditions as close as possible to Games-time. Elements of Games-time operations include sport field of play, aspects of Function operations, technology systems, command and control and management. Three main objectives of Test Events are to:

- Test the competition venue, in particular the FOP and all athlete facilities
- Train, coordinate and evaluate staff, contractor (if in place) and volunteer performance in an event environment and develop an effective integrated team structure
- Evaluate the performance of the technology systems and processes supporting all functional aspects of the venues and the overall Games environment

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

Continued on next page

2.6 Test Events, Continued

Planning Phases of Test Events

1. Test Event Strategy

The OCOG's strategic approach to test events should be defined, providing a framework for event selection and the following planning. The strategy should include the OCOG's objectives, test event selection criteria as mentioned below and its approach to levels of service, levels of testing and level of Function involvement. Respective responsibilities of all entities involved should be established. A Test Event Planning Team should be appointed to develop this strategy, with Sport a key participant.

2. Event Selection

The list of proposed Test Events should be based on a number of event selection criteria. These criteria include considering the existing expertise in sport and venue operations for each of the sport competitions, considering timing of events (particularly for outdoor sports), the construction schedule of venues, IF calendars, event clustering, new or existing venues and the use of non-sporting events. Test events shall be determined and developed with IF consultation and agreement. Such events usually fall into one of the following categories:

- Existing international IF events (e.g. World Cup, Grand Prix or World Championship – see note below)
- Invitational events/tournaments
- Existing national events (e.g. national championships)

3. Definition of Events

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

4. Detailed Event Planning

Detailed Event Planning involves the formation of Venue Teams. .

Establishing Events and Dates

Sport Competition is responsible for the establishment of the events and dates in cooperation with the relevant IF/NF. These events and dates should be in line with the Test Event strategy, and should be agreed within the OCOG by Venue Management, Sport, Technology and Venue Construction.

Continued on next page

2.6 Test Events, Continued

Calendar of Test Events

The actual calendar of when events are going to be run should be evaluated closely. The number of months the Test Event programme is spread over should be reduced where possible. The events taking place within the last six months of the Games can prove to be difficult and a distraction for some functions and the OCOG generally.

Existing IF or NF Events

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

Invitation Events

Where suitable existing events on the IF or NF calendar are not available, Sport should work with the IF and NF to create Invitation Events in which the OCOG will be responsible for inviting the teams or athletes in a pre-agreed format.

Marketing and Television Rights

Particularly for existing IF events, marketing and television rights should be negotiated between the IF and the OCOG. However, both parties should ensure the marketing rights do not preclude the testing of essential competition elements (e.g. results systems) and that IFs' existing marketing and TV agreements for events are respected.

Athlete Entry into Host Country

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

Replication of Olympic Games Event Format

Test events should replicate the actual competition format of the Olympic Games event. The difficulty in using events such as World Championships, in most cases, is that the requirements are typically quite different to those that exist for the Olympic Games, as the number of competitors differs remarkably and the potential IF sponsor conflicts often create many difficulties with the OCOG commercial partners. Nevertheless, there have been cases where IF world championships (e.g. juniors) have been successfully staged as test events in common accord between the OCOG, NF and IF concerned.

Continued on next page

2.6 Test Events, Continued

IF Involvement in Test Events

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

- Agreement over OCOG and IF responsibilities - who is responsible for what needs to be defined prior to the Test Events
- Agreement over the payment of athletes' expenses, travel expenses etc. to attend Test Events
- Agreement over level of service for Test Events with respect to IF Hospitality and other services (e.g. Transport)
- Agreement over testing objectives with IFs - what do they see as key for testing
- Agreement with IFs as to which IF Officials will be invited to attend the Test Event and what costs will be met (e.g. President, Secretary General, Technical Delegate, ITOs etc.)
- Agreement with IFs regarding broadcast rights.

Memorandum of Understanding with NFs

If a decision is made to adopt an existing IF or NF event as a Test Event, it is essential that a Memorandum of Understanding (MOU), or other form of agreement, be developed between the parties to clearly define the specific roles and responsibilities and level of involvement between the OCOG, the IF and the NF in the hosting of the event.

Responsibility for Test Event planning

The planning process for Test Events should follow the planning process used for the Games, as Test Events provide an opportunity to test the process. Therefore, planning should be led by Venue Management.

Command and Control through "Test Event Clustering"

Running a series of events concurrently, or "Test Event Cluster" provides an important opportunity for the OCOG to evaluate its ability to run multi-sport events at the one time, testing the loading of systems, and simulating its Games-time command and control. This has proved to be a very successful exercise for previous Games, and while not an obligation, is considered to be an essential experience for the success of the Games operations.

Communication

The operation of the OCOG's Venue Teams during Test Events is a valuable experience. While there will be a number of invaluable lessons from the Test Events, the primary issue that has consistently emerged from staging Test Events has been the importance of communication between all Functions within the venue team and between the Competition Manager with all areas of sport and the venue team.

Continued on next page

2.6 Test Events, Continued

Evaluation

To achieve the Test Event objectives, it is essential that an evaluation process be put in place which also takes into account the feedback from the IFs. Lessons learned from each test event should be fed into all future events planning, both for remaining test events and for Games plans.

2.7 Competition Venues

Introduction

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

IF Venue Requirements △ ×

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

Refer to the Technical Manual on Venues – Design Standards for Competition Venues and Annex A – IF Requirements.

Candidate City Requirements △

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

Olympic Venues △ ×

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

Proposed Changes of Venue △

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

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

Continued on next page

2.7 Competition Venues, Continued

Detailed Sport Planning

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

Field of Play (FOP)

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

Field of Play Approvals △

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

Media ✕

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

Look of the Games

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

In general, the IFs should be consulted on the incorporation of all Look elements in (and around) the field of play at their respective venues. In particular, each relevant IF must be consulted on the technical elements of the pictograms proposed by the OCOG for the respective sports.

Continued on next page

2.7 Competition Venues, Continued

IF Flag

Along with the Olympic flag and other flags, the IF flag shall fly at each of its respective competition venues throughout the Olympic Games, between the Olympic flag and the OCOG flag.

IF Visual Recognition

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

2.8 Sports with Special Requirements

Introduction

This section provides an overview of the sports on the Olympic Programme that have different requirements and demand unique treatment in relation to their organisation, including the following sports:

Sport
2.8.1 Football
2.8.2 Equestrian
2.8.3 Sailing

2.8.1 Football

Location of Sports
△ ✕

According to the Olympic Charter, all sports must take place in the host city of the Olympic Games, unless it obtains from the IOC the right to organise certain events in other cities or in sites situated in the same country. Any request to such effect must be presented in writing to the IOC at the latest prior to the visit of the evaluation commission for candidate cities.

Special Circumstances in Football

Since the 1980 Summer Olympic Games, the Olympic Football tournament has been played in a number of satellite cities away from the actual Host City for the Olympic Games. This occurs primarily due to the Federation Internationale de Football Association (FIFA) requirement to use a minimum of four football stadiums each with a minimum spectator capacity of 30,000.

Duration of Competition
△ ✕

According to the Olympic Charter, the duration of the competitions of the Olympic Games shall not exceed sixteen days.

Special Circumstances in Football

The Olympic Football tournament is the only sport that can officially begin two days before the Olympic Opening Ceremony. This is because of the physical demands and the travel necessary to accommodate the Football competition schedule.

Accommodation for Football
✕

Athletes, Team Officials and Technical Officials do not stay in the Olympic Village whilst participating in the Football tournament, except when they are playing matches in the Host City. When playing matches in the satellite cities the teams are accommodated in Official Hotels. The Official Hotels at the satellite cities shall provide similar services to those provided at the Olympic Village.
The OCOG should provide accommodation in the Olympic Village to NOCs participating in the Football competitions when competing in the Host City. Further detail is outlined in the Technical Manual on Accommodation and the Technical Manual on Olympic Village.

Continued on next page

2.8.1 Football, Continued

Identifying and Establishing Satellite Cities

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

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

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

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

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

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

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

Continued on next page

2.8.1 Football, Continued

Establishing the Football Programme

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

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

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

The OCOG Football Programme should coordinate the areas of sport, travel, accommodation and programme administration and participate in the planning and coordination of:

- Venue management across the nominated stadia
- Event services to be provided by each satellite city and the OCOG and
- The operation of Football offices in each satellite city.

2.8.2 Equestrian

Freight
✕

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

The OCOG should coordinate and manage the Equine Freight requirements in consultation with the key stakeholders being: NOCs, International Equestrian Federation, Equestrian Competition Manager and the external agencies responsible for immigration, customs and quarantine.

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

Quarantine

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

Depending on where the Games are held, key quarantine activities could include:

- Identification of the Pre Export Quarantine (PEQ) stations in Europe and North America
- Management of the PEQ period
- Establishment of a quarantine station for Post Arrival Quarantine (PAQ)
- Unloading of horses, tack and other equipment and the subsequent examination of all items by Customs, Security and the Quarantine and Inspection Service (QIS)
- Management of PAQ itself without impacting on the exercise and training regime of horses and riders
- Provision of a full range of veterinary and laboratory services on site at the Equestrian Centre.

Horse Owners
✕

Horse owners' privileges are outlined in the Accreditation and Entries at the Olympic Games – Users' Guide.

Continued on next page

2.8.2 Equestrian, Continued

Grooms

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

Stables

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

Veterinary Services

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

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

Farrier Services

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

Feed and Bedding Services

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

Role and Appointment of Course Designers

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

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

OCOG Financial Responsibilities

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

2.8.3 Sailing

Organisation

✕

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

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

Test Events

To allow the Sailing Competition Programme to become familiar with the winds, currents and racing conditions of the designated competition venue, it is recommended the OCOG conduct two Test Events.

- A sailing test event could be held 2 years before the Olympic Games (at the equivalent date of the sailing competition at the Olympic Games). This is mainly to test the FOP. NOCs are allowed to enter 2 boats per class.
- The test event should be held 1 year before the Olympic Games as per the Olympic Rules with NOCs only entering 1 boat per class. During this test event key functions like technology should be tested.

Ceremonies

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

2.9 Weather Requirements

Introduction

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

Scope of Weather Requirements

The scope of requirement for a Winter OCOG as it relates to meteorology requirements during the Games is as follows:

- Ensure that weather forecasts and warnings, observations of weather conditions, climate information and advice on weather matters meet the needs of all participants, officials, and viewers of the Games, in order to run fair and safe competitions, protect lives and property, and to promote the efficient operations of the Games
- Provide dedicated professional forecasters(s) and volunteer weather observers (weather aides) at each of the outdoor competition venues to support the competition and venue management teams
- Provide feed of current weather conditions and forecast data for outdoor competition venues and Host City areas to INFO and the OCOG website
- Provide current conditions data for results during competition and training as outlined by ORIS
- Provide live briefings to the Main Operations Centre (MOC) and IOC daily with additional briefings as necessary
- Provide printed weather information directly to the Transport Operation Centre and the aviation community on a regular basis
- Provide area forecasts, venue forecasts and transportation corridor forecasts via the Main Operations Centre to the following functions: Snow Removal, Ceremonies, Medical, and any other functions upon request
- Answer questions from OCOG functions and staff regarding weather effects on their activities
- Announcements on potential weather disruption may be made at the Chefs meeting to provide advance warning.

At Games-time, the meteorology agencies for both the Summer and Winter Games should be located within the Sport Command Centre and this is detailed later in this manual.

3.0 → Sport Policy & Operations

Executive Summary

Introduction

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

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

Contents

This chapter contains the following topics:

Topic
3.1 Games Training
3.2 Sport Equipment
3.3 Sport Operations
3.4 Technical Officials and IF Services
3.5 Sport Publications
3.6 Sport Command Centre
3.7 Sport Information Centre

3.1 Sport Operations

Introduction

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

Role of Sport Operations

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

Sport Operating Concept

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

This document must be provided to the IOC.

Functional (Sport) Operations Plan

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

This document must be provided to the IOC.

Examples of Sport Policies and Procedures

Examples of Sport Policies include: 'Access to the Field of Play' and 'Delays, Postponements and Cancellations to the Competition Schedule'.

Examples of Sport Procedures include: 'Welcome Athletes on Arrival at Venue', 'Enforce IOC Rule – Sport Equipment', 'Request for Training Schedule Change'.

Continued on next page

3.1 Sport Operations, Continued

Liaison with OCOG Functions

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

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

Policy and Procedure

A recommended Policy and Procedure Development Process is outlined below:

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

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3.1 Sport Operations, Continued

Venue Operational Planning Process

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

It is essential that Sport Operations planning commences at the same time as Venue Operations planning. Ideally, Sport Operations Planning and Venue Operations planning should commence at the time of venue development, to ensure that operations leads design.

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

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

Model Venue Operating Plan

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

3.2 Sport Equipment

Introduction

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

IOC Sport Equipment Guidelines

The IOC Sport Equipment Guidelines Manual is found as Annex B to this Manual. These guidelines outline the specific details relating to Sport Equipment stakeholders and processes.

IF Requirements

Annex A – IF Requirements lists, by International Federation, the specific sport equipment requirements and provides specifications where available.

IF Responsibility

△ ✕

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

The identification of the manufacturer shall not appear more than once per item of clothing and equipment.

For the details of guidelines on Sport Equipment refer to the Trademark Identification manual. Also refer to the Technical Manual on Brand Protection.

Continued on next page

3.2 Sport Equipment, Continued

Scope of Sport Equipment

The Sport Equipment Sub-function manages the identification, supply and services associated with sports equipment for the Test Events and Olympic Games. The scope should include:

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

Also refer to Annex B - Sport Equipment.

Equipment Technicians

A variety of sport equipment technicians are required to install, repair and remove the vast array of sports equipment items. Some technicians come with the individual suppliers, some are contracted by the OCOG, some are proposed by the IFs and the World Sporting Goods Industry facilitates the appointment of technicians on behalf of the major suppliers, with approval from IOC.

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

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3.2 Sport Equipment, Continued

Central Management of Sport Equipment

Sport Equipment can be centrally managed and not divided between the various Competition Managers. Central management of Sport Equipment should ensure that:

- Generic processes will be developed and followed across all sports. In developing the processes, other involved Functions need one central point of contact
- Management of the budget on a project basis, that is, where savings are made on one purchase, they can to be put back in to the centralised budget to be applied to an overspend on another purchase
- Grouping of items across all or many sports for one particular purchase category. That is, rather than have each Competition Manager purchase flags for their own sports, potentially ending up with 20 different flag suppliers, grouping all sport flag requirements into one scope will allow for the procurement from one supplier, encouraging a lower unit cost and less complex logistics.

Database

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

Sport Equipment vs. Venue Equipment

Sport Equipment staff should liaise closely with Venue Operations and Venue Development Functions to define, firstly, what equipment will be provided by the venue, particularly newly constructed venues. Secondly, equipment used to maintain the FOP (e.g. grass mowing equipment, tractors, etc.), is usually regarded as Venue Operations Equipment, but must be clarified.

Disposal of Sport Equipment

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

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

3.3 Games Training

Introduction

This section provides an overview of both Pre-Games Training and Games Training.

Training Facilities

△ ✕

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

Games Training Elements

Games Training oversees the planning and organisation of both:

- Pre-Games Training, providing options to train in the host city and country
- Games-time Training, after opening of the Olympic Village

3.3.1 Pre-Games Training

Identification of Pre-Games Training Opportunities

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

Pre-Games Training Guide

A Pre-Games Training Guidebook and/or CD should be prepared four years before the Games and updated as required. The guide should list relevant information, specifically the available training facilities, and contact details for the available training facilities in the host country. Sport should liaise closely with NOC services on the contents of this publication.

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

Making Arrangements for Pre-Games Training

NOCs should be responsible for dealing directly with the training facilities via the contact details supplied in the Pre-Games Training Guide to arrange pre-Games training requirements.

The OCOG should ensure that there are appropriate contacts within each State/Region for NOCs in their enquiries about Pre-Games Training. The contacts should be included in the Pre-Games Training Guide and the nominated contacts could be invited to participate in seminars or meetings with NOC groups.

Confirmed Pre-Games Training

The nominated contacts in each State/Region should update the OCOG regularly on where teams have made arrangements to conduct Pre-Games training. A summary of this information should be compiled for internal planning purposes and for distribution to NOC Services, which will then pass on the information to other Functions as necessary, e.g. Arrivals and Departures, Community and Government Relations.

3.3.2 Games-time Training

Games Training △	Games Training must provide training facilities for all athletes from the opening of the Olympic Village until the end of competition for the sport. The Games Training Sub-function is required to ensure that they are fitted out to meet the IF technical requirements working closely with the Competition Managers. This includes training venues for sports held in satellite cities.

Training Venues

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

There are three types of training venues where Games Training may occur:

- Games Training at the Competition Venues
- Games Training at Multi-Sport Training Venues
- Games Training at Independent Training Venues

Competition Venues

Some sports are able to conduct some or all training at the competition venue. The venue can easily be utilised in either training mode or competition mode with only minor modifications required.

Multi-Sport Venues

Some training venues will be grouped together with other training venues or, in some cases, with competition venues. In other cases, one large facility may be set up to accommodate training for more than one sport. Good examples are Regents Park in Sydney and Dekelia in Athens.

Independent Venues

For some sports, training facilities are stand-alone venues in independent locations.

Winter Games Training

For a Winter Games edition, the OCOG should offer a 'Formal Training' option for Sports (i.e. training that replicates the competition conditions with specific dates, times and competition format). This is in addition to 'Free Training' (i.e. scheduled access to the training/competition facility but the content of the training session is at the discretion of the coach). Some Winter Sports will only conduct Formal Training, while other Sports will conduct sessions of both Free and Formal Training.

Continued on next page

3.3.2 Games-time Training, Continued

Access to Training Venues

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

Field of Play ✕

The design and specifications of each training field of play are determined by each IF and it is the responsibility of each Competition Manager to define and ensure the field of play guidelines for the respective sport.

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

Venue Management

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

Previous Games have seen Venue Management take responsibility for managing competition venues where training occurs and multi-sport training venues, while Sport has taken responsibility for managing independent training venues.

Training Venue Team

Training venue teams are typically much smaller than competition venue teams because fewer functions are required for operation of a training venue. Typically, Functions include Sport, Medical, Security and Transport. Others involved in a part-time capacity may include Overlay/Site Management, Look of the Games, Logistics and Catering.

Training Venue Planning Process

To develop an operating plan for each training venue, each training venue team can adapt the Model Competition Venue Operating Plan, simplifying it to meet the purposes of the training venue.

Continued on next page

3.3.2 Games-time Training, Continued

Look of Training Venues △ ✕	According to the Olympic Charter, the Olympic flag and National Flags must fly over each training venue. Each training venue should be supplied with a package of signage, flags and banners that are in line with the Look of the Games.
Booking of Training Venues	For information on the booking of training venues, refer to the chapter on Sports Information Centre.

Continued on next page

3.3.2 Games-time Training, Continued

Training Venues Required per Sport

Each IF has specific requirements relating to the number and specifications of the training venues required for the Olympic Games.

Outlined below is a comparison of the total number of training venues (inclusive of all three types of Training Venues - Competition, Multi-Sport and Independent) that were made available for training at the Sydney and Athens Games and the number of training sites proposed for the Beijing Games in 2008.

Sports/Disciplines marked with an * indicate that in Sydney and Athens training only occurred within the Competition Venue and no other external training site.

SPORT / DISCIPLINE	SYDNEY	ATHENS	BEIJING
Aquatics			
Swimming	4 Pools	5 Pools	4 Pools
Diving *	1 Pool	1 Pool	1 Pool
Synchronised Swimming	2 Pools	2 Pools	2 Pools
Water Polo	5 Pools	6 Pools	4+ Pools
Archery	25 Targets	35 Targets	22 Targets
Athletics	5 Tracks 3 Throws	5 Tracks 3 Throws	3 Tracks 1 Throws
Badminton	8 Courts	8 Courts	8 Courts
Basketball	4 Courts	5 Courts	
Boxing	10 Rings	12 Rings	12 Rings
Canoe/Kayak *			
Slalom	1 Course	1 Course	1 Course
Flatwater	2 Courses	2 Courses	2 Courses
Cycling			
Road	1 Circuit	1 Circuit	1 Circuit
Mountain Bike *	1 Course	1 Course	1 Course
Track *	1 Track	1 Track	1 Track
BMX	Not applicable	Not applicable	1 Track

Continued on next page

3.3.2 Games-time Training, Continued

Training Sites Required per Sport (continued)

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

3.4 Technical Officials and IF Services

Introduction

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

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

Technical Officials

△ ✕

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

Numbers and Services

△ ✕

As outlined in the Accreditation and Entries at the Olympic Games – Users' Guide:

- In principle, an individual is entitled to only one Olympic identity and accreditation card;
- If an individual has several valid "accreditable" functions, the "highest" function is normally selected, and no substitutes may directly benefit from the unused accreditations.

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3.4 Technical Officials and IF Services, Continued

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

IF Position	Role
President and General Secretary	• Highest senior officials for each IF • Varies for each IF; the role in relation to Candidate and Host Cities may have a large amount of technical input, whereas in other cases to serve in a managerial or supervisory role • A General Secretary may have an alternate title such as Chief Executive or Executive Director
IF Executive Board Members (e.g. Council, Board of Directors)	• An official group of persons who have managerial and policy making authority in an organisation • The number of Executive Board members who have entitlement to attend the Olympic Games may vary according to IF structures and statutes. This number is defined in the IOC Accreditation Guide
IF Technical Delegates	• IF representatives having the responsibility of ensuring that all technical aspects of planning and managing the Olympic competition are undertaken in accordance with the IF Rules and practices and that all working conditions and services for the IF and Technical Officials are of sufficient standard • The number of technical delegates is normally 2 per IF, but may vary depending on the number of disciplines, in agreement with the IOC
International Technical Officials (ITO) -Jury Members	• A Jury is composed of Technical Officials appointed by the IF and is responsible for ruling on all technical questions concerning its respective sport • Generally work in an honorary capacity, and should be respected in this regard • The number and function of Jury Members will vary according to the sport
International Technical Officials (ITO) -Judges and Referees/Umpires	• Independent international Judges and Referees/Umpires nominated by the IF to perform the senior officiating positions for the Olympic competition • Generally work in an honorary capacity, and should be respected in this regard • The number and function of Judges and Referees/Umpires will vary according to the sport
National Technical Officials (NTO) and Technical Volunteers	• National Technical Officials play a support role to the ITOs. NTOs are from the host country and are appointed by the National Federations, in consultation with the OCOG, and according to IF rules • Technical Volunteers that support the ITOs and NTOs are appointed by the OCOG • The number and function of National Technical Officials and Technical Volunteers will vary according to the sport

Continued on next page

3.4 Technical Officials and IF Services, Continued

IF Structure (continued)

IF Position	Role
Media Liaison	• Person defined by and appointed by the IF as the head of media relations (e.g. Press Chief, Communications Director)
IF Staff	• IF staff attend to the daily operations of the IF during the Olympic Games period • The number of staff each IF will bring varies depending on the size and complexity of the sport
IF Guests	• Essential IF family, e.g. IF Board members, Council, Committee, Commission, etc • May also include Sponsors, specials Guests or VIPs who play an invaluable part in the IF activity and livelihood

Accreditation
✕

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

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

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

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

Continued on next page

3.4 Technical Officials and IF Services, Continued

Accreditation (continued)

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

- Estimated number of expected IF accredited numbers per accreditation category, based on previous Games and IFs' needs
- Quotas per accreditation category once approved by the IOC
- Summary of all IF categories per sport based on the specific function and role of each category, which may be different among IFs

Once the accreditations are finalised, Sport is responsible for:

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

Technical Officials Accommodation

△ ✕

As highlighted in the Olympic Charter, the OCOG must provide facilities separate from the Olympic Village for the accommodation of all technical officials appointed by the IFs.

- The OCOG is responsible, at its expense, for the room and board of the international judges, referees and other technical officials, including the persons on the juries of appeal of the respective IFs, and the board and lodging expenses of the national judges needed for the competitions
- Each room so provided should be a single occupancy and have bath and/or shower facilities. The board so provided should include breakfast and a reasonable per diem for the duration of the respective sports competition.
- Technical Officials and members of the juries may not be accommodated in the Olympic Village. They do not belong to the NOC delegations and answer only to their respective IFs.

More information is found in the Technical Manual on Accommodation.

Continued on next page

3.4 Technical Officials and IF Services, Continued

Approval of Per Diem △

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

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

Per Diems

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

Accommodation for IF Officials

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

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

Continued on next page

3.4 Technical Officials and IF Services, Continued

Accommodation for Technical Officials

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

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

Liaison with Accommodation Function

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

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

Continued on next page

3.4 Technical Officials and IF Services, Continued

IF Officials Uniforms
△ ✕

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

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

Uniforms
△

The OCOG must provide Technical Officials and IF Officials with appropriate uniforms that are recognisable and identifiable as necessary in order to allow them to fulfil their role and function.

Uniform Deliverables

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

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

Continued on next page

3.4 Technical Officials and IF Services, Continued

Liaison with Uniform Programme

Sport should liaise with the Uniform Programme in the planning and delivery of Uniforms for Technical Officials and IF Officials and should provide the Uniform Programme with the following information:

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

Transport
△ ×

The OCOG must provide IF Officials, Technical Officials and IF staff with suitable transport services that will to allow them to fulfil their role and function.

IF transport privileges are determined by the relevant accreditation category. Refer to the Technical Manual on Transport and the Accreditation and Entries at the Olympic Games – Users' Guide.

Continued on next page

3.4 Technical Officials and IF Services, Continued

Transport Deliverables
✕

- Provide to Technical Officials scheduled transport according to the sport-specific competition schedule and other engagements (e.g. Technical meeting) between accommodation site and competition venue, meeting site etc.
- Provide all IF Officials with free transport according to the transport rights that are defined on their accreditation
- Provide Technical Officials and all IF Officials with transport from the Airport to the Uniform Centre and/or their accommodation site upon their arrival into the Host City. The same service is provided for their departure.

Throughout the transport planning phases for each IF sport, operational plans should be developed and included in the final transport plans in order to ensure IF staff are able to conduct their job functions during the period of the Olympic Games.

Things to consider include:
- Hours of operation
- Vehicle type
- Access to vehicles on a dedicated to semi-dedicated basis
- Accompanying accredited persons with greater transport privileges (e.g. T5 accompanying T4 or T3)
- During the time of competition as well as during training and meetings.

As referenced in the Host City Contract, the Presidents and the Secretaries General of the IFs whose sport is included on the Olympic Programme shall each be provided with individual cars and drivers by the OCOG, at its expense. It is essential that these cars and drivers be provided upon arrival of these IF Officials in order to enable them to fulfil their duties at least five days prior to the Opening Ceremony.

In addition, each IF whose sport is included on the programme of the Games shall be provided, at the OCOG's expense, with one dedicated mini-van and driver per sport discipline.

Example of Past Practice

Experience from past Games has proven that where the number of Technical Officials for a sport is limited and if the transport resources exist, the provision of dedicated minivans is an excellent method of transporting Technical Officials. It provides the sport with flexibility that is sometimes necessary with this group. This approach should be discussed and agreed with Transport.

Continued on next page

3.4 Technical Officials and IF Services, Continued

Liaison with Transport Function

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

- Number of Technical Officials per sport that need to be transported through the T4 transport system
- Extra requirements per sport and per Technical Officials category in order for their transport schedule to be drawn up e.g. Technical Officials Rehearsals and Technical Meetings
- Technical Officials schedule as to meetings, competition and other engagements
- Exact period per sport during which the T4 service needs to be available and the exact accommodation location of each Technical Officials category
- Accredited number of IF Officials entitled to T1 – T2 – T3 transport and their respective accommodation location.

Sport should liaise closely with Transport and the IFs in order to find flexible solutions, especially for the T4 system, in accordance with the IFs' and Technical Officials' needs. This is particularly important where IF accommodation sites are located at significant distances from venues and where competitions have a late finish time. Wherever possible, Transport should have its representatives located in the IF accommodation sites in order to address the IFs' needs.

Medical Services
✕

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

Continued on next page

3.4 Technical Officials and IF Services, Continued

Commemorative Medals and Diplomas

The OCOG should provide all Technical Officials and IF Executive Board Members with a Commemorative Medal and Diploma of their participation in the Games.

Tickets for the Opening and Closing Ceremony
✕

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

IF Premises and Facilities
△ ✕

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

IF Offices at Competition Venues
✕

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

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

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

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

3.5 Sport Publications

Introduction

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

IOC Approval of Publications

As stated in the Host City Contract, all official publications and brochures must be submitted by the OCOG to the IOC for its prior written approval before they are printed or distributed in any form and, unless the IOC otherwise approves, shall contain no advertising material of any kind.

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

Establishment of Sport Publications

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

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

Continued on next page

3.5 Sport Publications, Continued

Items Produced by Other Functions

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

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

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

A past Games example of this process has been Sport's role in the production of the Pictograms. Sport Publications has ensured Competition Managers' input on the design of pictograms, thereby ensuring that the pictograms are technically correct, within the parameters of the design direction. Sport then facilitates the approval of the pictograms design from the IFs, which are designed by the Image & Look Function.

Production Schedules

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

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

Continued on next page

3.5 Sport Publications, Continued

Types of Sport Publications

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

IF Reports
Explanatory Books
Team Leader's Guide
Competition Forms
Sport Entry Forms
Sport Entry Form Instruction Manuals
Pre Games Training Guide
Technical Officials Guide
Test Event Publications

Explanatory Books
△ ✕

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

Explanatory Books Requirements

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

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

The Explanatory Books should be available as printed publications and as a CD/electronic version to allow for electronic distribution and printing as required by the NOCs.

Continued on next page

3.5 Sport Publications, Continued

Publications

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

IF Progress Reports

IF reports are updates of the OCOG's progress specifically relating to each sport and also include important general information. The OCOG is strongly recommended to report twice a year to the International Federations: once in a general way at the ASOIF and AIOWF General Assemblies and a second time in more specifics at the discretion of the International Federation. The occasion for the second report is usually at one of the following forums: World Championships, Executive Meeting or Congress.

Explanatory Books

(see above)

Team Leader's Guide

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

Competition Forms

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

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

Sport Entry Forms

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

3.5 Sport Publications, Continued

Publications (continued)

Instruction Manuals

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

Pre-Games Training Guide

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

Technical Officials Guide

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

Test Events

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

Daily Start Lists

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

3.6 Sport Command Centre

Introduction

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

Role and Objectives

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

The SCC has two primary objectives:

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

Location

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

Space and Equipment

It is recommended that the SCC has approximately 30-40m2 of floor space within the MOC. The office equipment required includes: white boards for event status, televisions for event coverage, stand-alone PCs for issue tracking and administration, fax and phone lines and photocopier.

Continued on next page

3.6 Sport Command Centre, Continued

Staffing

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

- The SCC should be under the direction of the Head of Sport during the Games. The Head of Sport represents the Sport Function at the MOC.
- SCC Managers (filled by designated Sport Managers) should manage the daily operations of the SCC including morning briefings, management meetings, debriefs etc. A Manager should have the authority to make decisions relating to Sport and is responsible for representing the Sport Function at the MOC in the absence of the Head of Sport.
- SCC Supervisors should support the SCC Managers. The Supervisors are responsible for briefing the Managers on policy and operational issues. The Supervisors manage the support component of the SCC. Supervisors usually do not have decision-making authority.
- SCC Coordinators should be responsible for receiving Sport reports from the CMs at venues and other functional sport managers, collating issue reports, facilitating the communication process and providing administrative support to the SCC.

Meteorology

A meteorology expert located within the SCC is recommended in order to interpret and communicate weather forecasts and changes from early morning to late evening daily with particular emphasis on outdoor venues.

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

Meteorology should provide regular wind reports to the Rowing and Canoe Flat-water venues and should provide daily forecast briefings to Sailing race management and competitors.

Meteorology is also located directly at sailing venue, and is not just reliant on SCC for up to date information. The Sailing briefing should include predicted winds, predicted wave data (offshore), relevant weather observations and current flow charts and tidal information.

Continued on next page

3.6 Sport Command Centre, Continued

Operational Activities

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

Communication and Coordination

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

Competition and Training Schedule Management

- Monitor the competition and training schedule and communicate changes as soon as possible
- Monitor start and finish times of competition and use of training sites
- Communicate as soon as possible any anticipated or actual delays or postponements to the SCC Director, to the MOC and to other FAs as required.

Continued on next page

3.6 Sport Command Centre, Continued

Operational Activities (continued)

IF Relations and Services

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

IOC Sport Liaison

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

Management and Administration

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

3.7 Sport Information Centre

Introduction

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

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

Objectives

The objectives of the SIC should be to provide:

- Distribution of daily sport results to NOC officials
- Booking system for training sessions
- Training schedule information to other OCOG Functions
- Booking system for transport to and from training and competition venues
- General competition related information
- Mechanism to check, verify and maintain the entries database
- Mechanism for identification of sport specific issues
- Means for NOCs to verify entry changes and anomalies
- Means for NPCs to file classification protests.

SIC Planning and Management

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

Transport
✕

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

Continued on next page

3.7 Sport Information Centre, Continued

Entries

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

Sport

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

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

Games Training

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

Results

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

4.0 → Sport Services

Executive Summary

Introduction

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

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

Contents

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

Topic
4.1 Sports Results
4.2 Sport Entries
4.3 Sport Presentation
4.4 Competition Schedule

4.1 Sports Results

Introduction

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

Results

△ ×

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

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

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

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

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

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

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4.1 Sports Results, Continued

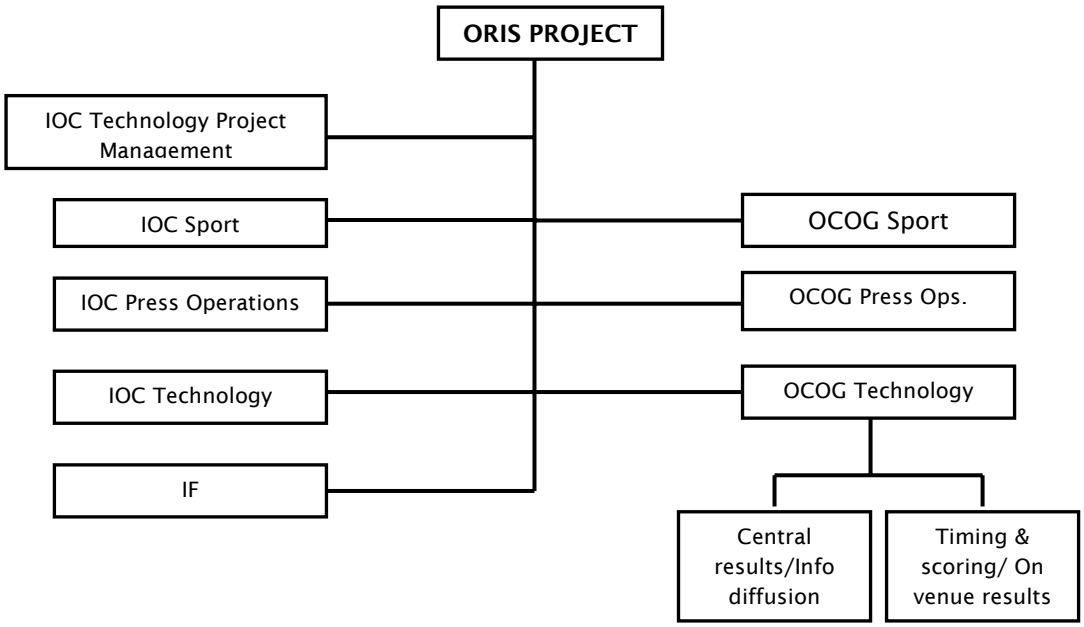
ORIS Requirements

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

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

ORIS Project Diagram

The following diagram outlines the recommended ORIS Project Partners.



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4.1 Sports Results, Continued

Sport Results

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

As a customer of Technology, Sport Results should have two primary objectives:

- Ensure that the requirements as defined by ORIS are met and are in line with the agreements signed at the end of the Homologation Test process for each sport/discipline
- Provide or facilitate sport-specific information vital to the development of the results systems and operational planning to other functions.

As a partner in the delivery of results, Sport Results should have three primary objectives:

- Provide well trained staff and volunteers that are required in positions where sport specific knowledge is required e.g. statisticians
- Ensure that detailed operational plans and equipment are in place to facilitate the manual processes in the results processes
- Provide quality assurance and facilitate the IF sign-off of the results during competition.

Planning for ORIS

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

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

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

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4.1 Sports Results, Continued

Identification on Scoring and Timing Equipment
△ ✕

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

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

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

Timing and Scoring Equipment Allocation

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

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

Technology Equipment Allocation

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

Games Codes

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

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

Link with Technology

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

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4.1 Sports Results, Continued

Homologation Testing

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

- The Sports Entry System (only the part regarding the update of the athletes' names and their result systems-related information as well as the update of the names of the officials who appear in the result reports)
- Print distribution system
- The Results System (including all systems and interfaces, except TV)
- INFO system with its interfaces
- Results data feed to the World News Press Agencies.

IOC Technology, in conjunction with the representative(s) assigned by the International Federations, OCOG's Competition Manager and Results Manager, will conduct a Homologation Test of the above mentioned systems in order to approve them before their actual use at the Games. OCOG Technology will operate the Homologation tests and the Competition Manager and the Sports Results Coordinator will actively participate.

In general Homologation Tests will be carried out in a lab environment set up at the OCOG Headquarters supported by OCOG and its technology suppliers. The lab set-up should simulate all the major functions of the Games (venues, central system and their interfaces).

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

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4.1 Sports Results, Continued

Test Event Competition Preparation

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

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

Field of Play Designs ✕

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

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

Recruitment and Training of Volunteers

The design of the results system and scoring and timing processes dictate the number and role of these volunteers per sport. In Athens approximately 800 volunteers with sport specific knowledge worked in the Sport Results area.

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

Games-time Draws

While the basic procedures of Games-time Draws are contained within the ORIS requirements, the planning and implementation for each of the sport draws is the role of Sport Results.

As so many other areas are reliant on the information from the draw, it is imperative that a centralised list of draw dates, location and equipment is kept and follows a strict change management process.

- Runsheets for each draw should also be established and reviewed by the International Federation i.e. the full procedures in chronological order.
- The sports which have held their draws within the competition venue using existing equipment and in close proximity to the results system have proven to be the most efficient as this maximises the speed of distribution of the results and minimises the logistics and expense in their organisation.

Continued on next page

4.1 Sports Results, Continued

Detailed Operational Plans for FOP Manual Processes

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

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

Maintain Quality Control

The Sport Results team has the role to maintain data quality. Part of this role includes the checking of athlete names, obtaining sign off from the IF on the final results and to ensure accurate data entry and checking is in place. It is critical that well-defined and understood change management processes are in place for changes to all factors that influence the outcome of the results.

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

Manage Results Volunteers

The results volunteers are important to the success in the production of the results. With most sports managing a large number of people performing very critical tasks this becomes one of the most critical roles of the Sport Results manager during the event.

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

Implement and Monitor ORIS Processes

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

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4.2 Sport Entries

Introduction

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

Sport Entries - Obligation

△ ✕

The role of Sport Entries is to provide the official registration process for athletes selected and qualified to participate in the Olympic and Paralympic Games.
Sport Entries develops detailed procedures and plans to process the athletes' entries from the National Olympic Committees according to the guidelines of the Olympic Charter and the Qualification Systems defined by the International Federations, which are approved by the IOC.

Role of Sport Entries

The cornerstone of the programme is the Sports Entries and Qualifications Database (SEQ) that is developed in conjunction with Technology and is the tool used to manage and process all of the athlete entries.

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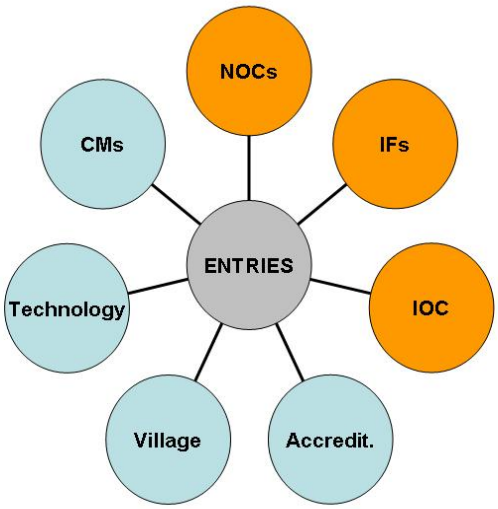
4.2 Sport Entries, Continued

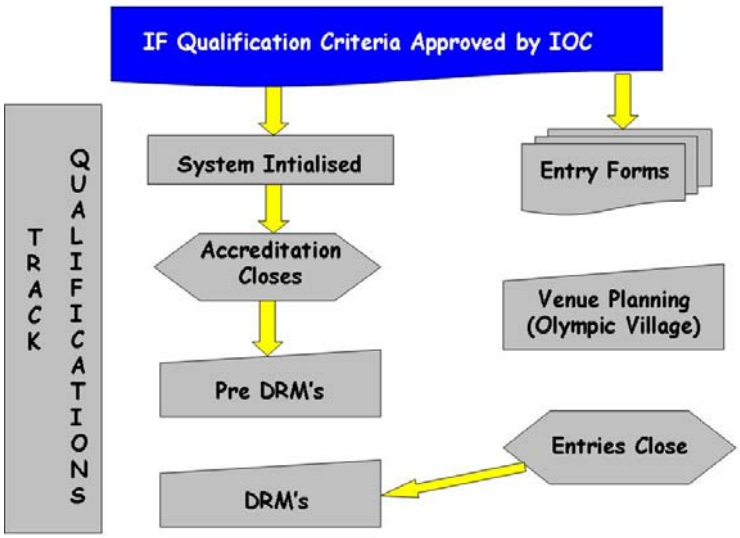
Working Relationships

The following diagram outlines the working relationships for Sport Entries:



Sport Entries Process

This diagram below outlines the Sport Entries Process:



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4.2 Sport Entries, Continued

IF Requirement for Entries

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

- system for qualifying preliminaries (three years before the Games)
- system of grouping and selecting the athletes in qualifying heats (or teams in preliminary groups) for the Olympic Games
- number of substitutes in individual or team sports or events

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

GAP Analysis on Sport Entries and Qualification System (SEQ)

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

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

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

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4.2 Sport Entries, Continued

Manage Qualifications

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

This has been successfully achieved in past Games through an internally developed intranet database that captured all qualifications from events around the world. Information from this database was made available live to all OCOG Functions and related organisations. This process usually takes 12 months.

Design and Approval of Sport Entries Forms and SEQ Manuals

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

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

Space and Equipment Allocation

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

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

Test Event Participation

All Test Events have the function of Sport Entries; however the level of involvement in the Test Events varies according to the availability of the SEQ and Accreditation systems from Technology.

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

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4.2 Sport Entries, Continued

Pre-Delegation Registration Meetings

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

Games-time Operations

The success of the Sport Entries depends on the quality and detail of the pre-Games planning as the volume and tight deadlines do not allow time for correction once the Delegation Registration Meetings commence. In a Summer Games, approximately 13,000 Entry Forms and Eligibility Conditions Forms are processed in a very tight turnaround time in preparation for the 200+ Delegation Registration Meetings with NOCs.

Close of Entries

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

- Best results at the close of entries have been obtained when the Sport Entries staff are in close communication with the large NOCs prior to the close of entries to encourage the early delivery of sport entry forms. This relieves the time pressure of processing all the entries after the close of entries and before the start of DRMs.
- An efficient method to secure accurate and fast input of data from the Entry Forms is through the use of data entry specialist contractors. They need to be used for two weeks in the peak period for the Olympics and Paralympics working triple shifts 24 hours a day. This may be unnecessary if all data is collected electronically.
- Athletics and Swimming have proven to be the most difficult sports in tracking qualifications due to the large quotas and nature of their qualification criteria. An extremely efficient way for the immediate and accurate IAAF approval of athletic entries is to have available on-site during the Delegation Registration Meetings an approved statistician from IAAF to verify the entries in Athletics.
- Any issues on sport entries are discussed with the IF and the final decision making lies with the Sport Director and the Executive Director of the Olympic Games of the IOC.

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4.2 Sport Entries, Continued

Delegation Registration Meeting (DRM) Participation

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

For the best results in the DRM meeting Sport Entries staff should ensure that they have the time to process the entries before the DRM meeting. DRM meetings should occur at least 3 days after the close of entries.

Late Replacement Process

If an NOC requires an athlete substitution, the Sport Entries team process the application based on the IOC/IF policy regarding substitutes/replacements, which is normally released 4-5 months before the Games.

4.3 Sport Presentation

Introduction

Sport Presentation refers literally to the way the sports are presented to the public and spectators, or 'choreographed' inside the venues through announcements, music, video and lights. Sport Presentation is both a complex and sophisticated production with a keen interest from the IFs and Broadcasters (through the OBO), as well as a significant creative challenge due to the subjective nature of its success. Through its consistent and effective delivery, Sport Presentation can become the face and image of the Games inside the venues.

Role and Objectives

▸ IPC

The primary role of Sport Presentation is to develop, produce and deliver the complete audio-visual presentation of each sport before, during and after the competitions through the coordinated use of the latest tools available (e.g. announcements, music, video, scoreboards, lighting and other in-stadium entertainment).

Sport Presentation should have four major objectives:

- Inform, entertain and engage spectators in the Olympic experience. This needs to be done without intruding on the performance of the athletes. A measure of the success in meeting this objective is the spectator's level of enjoyment and participation in the event
- Develop a creative theme to transcend all venues to ensure that the Games are presented in a style that represents the image and feeling that the OCOG has determined for the Olympic Games
- Develop sport-specific plans that embrace the Olympic theme yet are specifically tailored to the needs of the individual sport in collaboration with the relevant IF
- Educate new spectators about the sport and help them understand the events they are watching (the scoring, technology, strategy, etc.).

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

Paralympics

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

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4.3 Sport Presentation, Continued

Context

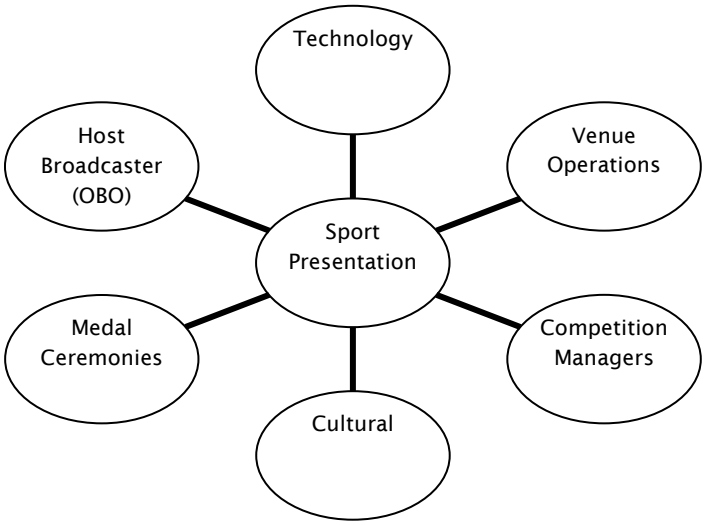
Each venue's programme should be tailored to the sport, its spectators and its unique characteristics. The atmosphere at a snowboarding venue, for example, is usually very different from that of a figure skating competition. Snowboarding is one of the most festive and energetic events, while figure skating is more steeped in tradition and protocol. Successful Sport Presentation adds to the atmosphere and overall enjoyment of the Games by both athletes and spectators, and provides a colourful backdrop to world broadcast feed.

Sport Presentation vs. Medal Ceremonies

As indicated above, Sport Presentation deals with the specificity of each sport and is normally centrally managed by Sport whereas the Medal Ceremonies are centrally developed and planned by the Ceremonies Function and incorporated into the Sport Presentation planning.

Working Relationships in OCOG

The diagram below shows the working relationships in an OCOG for Sport Presentation:



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4.3 Sport Presentation, Continued

Required Elements for Sport Presentation △	Sport-specific scripting and formats must be developed in conjunction with the IFs and within IOC guidelines. Live announcers (speaking the host country language, French, and English) must be at each venue. All protocol elements and key significant moments within the sport such as formal welcomes, introductions, results and medal ceremonies must be made in the official languages of the Games and the Host Country language(s). Announcements are usually presented in this order: first in English, second in French, and third in the host country's language, if it is other than English or French.
Announcer Requirements △	Each announcer must not only pass a language proficiency test in each language they will be using to perform in the venue, but in most cases must also have proven international experience at major sporting events and a strong understanding of the sport they will be announcing. Many IFs already have well-established relationships with specialised announcers for their major events and IF recommendations/preferences in this regard should be followed. Moreover, each IF has a specific protocol for the format of announcements at the venue. Depending on their experience, it is recommended that announcers are auditioned and/or submit audition tapes.
Announcers and Test Events	It is recommended that the announcer(s) and Presentation Managers be brought in for the Test Events to facilitate their integration into the venue teams, and to test their abilities (e.g. verify that an announcer has the technical and linguistic abilities to perform at an Olympic level).
Music	Music geared to, and popular with, the spectators of a particular sport will promote the ambience and energy surrounding an Olympic event. Music rights must be obtained for music played in the venues.
Video	Sport-specific video programming that fits thematically with the brand, look and message of the Games does much to promote and add continuity to the image of the Games. Historical and highlight films are interesting and popular with spectators. Scoreboard programming and animation also add depth and energy to the programming.

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4.3 Sport Presentation, Continued

Crowd Promotions

Much of the fun and excitement of Sport Presentation is dependent on atmosphere entertainment that fits with the Host Country's traditions and culture, as well as the Olympic spirit and IF practices. Past Games have used up to 2500 volunteer performing cast members to provide fun and entertainment within the crowds between events and in long queue lines. Prizes, such as passes to Olympic Medals Plaza (Winter Games) for fans with the most paraphernalia, special edition pins and other segments that engage audience members add to the Olympic experience.

Development of Sport Presentation

Theme

The first step in the development of the creative aspect of the programme is to define the overall theme or style for the presentation across all sports in the Olympic Games. To create an Olympic Theme the following questions should be considered:

- How much of the host country's culture is to be conveyed through the music and entertainment?
- What are the messages of these Games – fun, traditional, modern etc?
- What are the signature tunes to be played in every venue?
- What is the priority of languages used in the presentation of each sport?
- How will the spectators remember their Olympic experience and how will they be involved and connected to the event?
- What is the overall theme and message of the Games and Region?

Music Library

A music library needs to be developed within the framework of both the "Olympic Theme" and the sport-specific requirements. Songs and sounds are required that cover the style spectrum to ensure that appropriate music is available at all times.

In past Games the music library had been developed in close co-operation with Ceremonies. This enables the theme of the Ceremonies to flow through to the competition and gives access to a variety of musical sources.

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4.3 Sport Presentation, Continued

Development of Sport Presentation (continued)

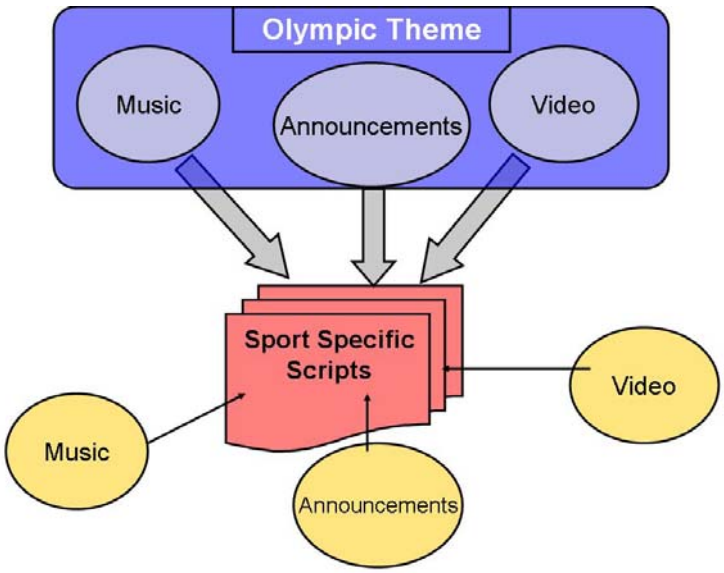
Video Production Concept and Video Screens

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

In past Games, the pre-recorded video library has been developed both in-house and outsourced. Videos including history of the sport, special moments in Olympic history for that sport, past Olympic champions, rules and basic explanation of the sport, proved popular.

The use of the video boards (live, replay, pre-packaged clips) will vary from sport to sport and, in some cases, IFs have specific rules governing the use of video inside the venue. In some cases, like archery for example, the live broadcast of the arrows hitting the target is an essential part of the sport presentation.

The diagram below outlines the development of Sport Presentation:



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4.3 Sport Presentation, Continued

Development of Sport Presentation (continued)

Scoreboard Screens

Standard screens should be set up in each venue as part of the Olympic Theme (e.g. medal ceremony awards, welcome, spectator messages) while sport-specific screens should be developed in order to enhance aspects of each sport (e.g. Ace, Goal etc). These screens can be developed in conjunction with the scoring and timing provider.

Cue Sheets

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

Planning for Test Events

The demands of the Test Events cannot be underestimated with Sport Presentation involved in every Test Event. The timing for staff recruitment and training programmes needs to be done in line with the Test Event Programme.

Selection of Sport Specific Staff

The recruitment of sport-specific staff is a key success factor for sport presentation. The quality of the announcers' voices, their sport-specific knowledge and their ability to work as part of a team are critical.

Some sports have both commentators and announcers while others only require an announcer. Generally announcers read pre-scripted information while the commentators are sport-specific experts who comment during the action.

Brand Integration & Messaging

An inventive Sports Presentation Programme can help create the distinction of an Olympic event as a sporting competition unlike any other in the world, and is an excellent opportunity to integrate and promote the brand of the Games, integrate Games graphics and messaging into the scoreboard graphics and content, play Olympic music and any brand videos. Messaging in the venues can be used to build excitement and awareness for upcoming Games events, and to cross-sell tickets to undersold events.

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4.3 Sport Presentation, Continued

Definition of Operational Requirements

The participation of Sport Presentation in the venue planning process is crucial to ensure that the appropriate space and equipment is provided. In general, the team is best (Presentation Manager and Assistants, Audio Operator, Video Operator, Announcers and Spotters) in a location with excellent field of play view. However this should be defined on a venue-by-venue basis and in consultation with the IF. In many instances the announcers will be located on the FOP (especially team sports) while in other instances structures will need to be built to ensure they have a good view of the entire FOP (e.g. canoe-slalom).

Most of the equipment required for Sport Presentation is specialised and expensive. This includes microphones, CD players, instant replay machines, minidisk players, sound mixing equipment, video boards, scoreboards, headsets etc.

It is essential that Sport Presentation works closely with the OCOG Technology on the provision, delivery and placement of the key Sport Presentation tools.

Produce the Event

The Sport Presentation Manager implements the cue sheet with a primary focus to ensure that the competition starts on “zero time”.

Well-planned and integrated rehearsals provide a solid basis for success. The ability to practice the coordination of the team in conjunction with sport FOP staff, test athletes, IF officials, Technology, and Medal Ceremonies is invaluable in testing plans.

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4.3 Sport Presentation, Continued

Produce the Medal Ceremony
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Medal Ceremonies are centrally developed by the Ceremonies Function in line with the themes and style of the Games, with each Ceremony being presented in the same manner and style with some adjustments depending on the specificity of the sports. Once the overall theme and style have been established by Ceremonies, several aspects of producing the specific medal ceremonies require close attention and the involvement of Sport and the IF. This includes the placement of the presentation staff and podium in or near the FOP, the management of photographers near to or around the podium, timing of the ceremony following completion of the event also considering the difference between team and individual sports and managing changes to the medal and flower presenters. This will be discussed and agreed with the Ceremonies Function.

The ceremony should be held as soon as possible following the completion of the event and all changes to the names of the presenters (medals and/or flowers) need to be confirmed in writing to the Presentation Manager by the IOC Protocol Manager in consultation with the IF. More information can be found in the Technical Manual on Ceremonies.

Finally, it is important to consider the extensive experience of the IFs in the running of medal ceremonies and to review sport-specific operational plans with the IFs prior to the Test Events and competitions.

4.4 Sport Competition Schedule

Introduction

This section describes the key items relating to the development of the Competition Schedule and the phases and associated timelines of Competition Schedule development.

Competition Schedule -Daily Programme of Events
△ ✕

As per the Host City Contract, the Competition Schedule, which contains the specific daily Programme of Events, must be submitted by the OCOG to the IOC for written approval not later than three years before the Games. As per the Olympic Charter, the daily timetable of the programme for a sport at the Olympic Games must have the agreement of the IFs and of the OCOG before being submitted to the IOC Executive Board for approval.

As stated in the Olympic Charter, the final decision in regards to the schedule and daily timetable of events lies with the IOC Executive Board.

Establishing Dates and Changes to Programme
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As stated in the Host City Contract:

- The final dates for the holding of the Games, including the number of days of competition and the scheduling of the Opening and Closing Ceremonies, shall be decided by the IOC in consultation with the OCOG
- The IOC reserves the right to make changes to sports, disciplines and events in accordance with the Olympic Charter and as the IOC may consider in the best interest of the Games.

Importance of Competition Schedule

The Competition Schedule is a critical document which impacts on almost all other functions in the OCOG, the athletes themselves, the IFs, NOCs, the media and even the sponsors. OCOG Functions that are strongly influenced by the Competition Schedule include Media (including the Host Broadcaster), Venue Operations, Venue Construction, Transport, Ticketing, Spectator Services, and Security.

Competition Schedule Management

The Competition Schedule should be centrally managed by Sport Services. This allows for all inquiries and changes to be centrally coordinated and communicated to all key stakeholders. The Head of Sport should maintain a close working involvement in the Competition Schedule development and refinement, due to the many varying interests of key stakeholders and in particular the IFs and broadcasters.

Continued on next page

4.4 Sport Competition Schedule, Continued

Competition Schedule Database

The Competition Schedule is a document that is progressively developed as more detail is finalised. In order to manage the greater level of detail of the schedule as it develops there is a need for the OCOG to design and maintain a Technology Database System to manage the Competition Schedule data.

A Competition Schedule Database will enable the OCOG to adequately capture the detailed information and enable the manipulation of data in different formats without the risk of error. E.g. Schedule by Sport and Schedule by Day.

The development of an effective Competition Schedule Database is critical for the Olympic and Paralympic Games since the information contained is centrally and regularly referenced by many OCOG Functions, particularly Ticketing and Broadcast.

Some of the main features for an OCOG to consider when developing a scope of requirements of a Competition Schedule Database include:

- The system needs to be on-line to all of the OCOG via the intranet and should be developed in a similar way to how the INFO system is used
- When the data is updated, the information should be uploaded directly to the Intranet and Internet (when applicable) and an all staff email sent indicating updates to the Schedule
- Coordinate with the System of Codes that is used by the Technology Service Provider (ATOS), so the transfer of information at Games time is easier
- The process of inputting and extracting data is critical given the large amount of information, different languages, and the need to supply broadcasters with electronic extractions
- Secure and restricted access authorisation so as to protect the data.

Continued on next page

4.4 Sport Competition Schedule, Continued

Delays, Postponements and Cancellation Policy

All primary user groups of the Competition Schedule information should be familiar with the Delays, Postponements and Cancellation Policy that will apply to the Competition Schedule during the Games, along with the Contingency Plans consistent with this policy, once developed and approved.

Phases of Competition Schedule Planning

Whilst the Competition Schedule should constantly be maintained and updated as changes occur, there are typically six primary phases of planning:

1. Daily Schedule
2. Session Schedule
3. Event Schedule
4. Detailed Event Schedule
5. Daily Competition Activity Schedule (DCAS)
6. Daily Sport Activity Schedule (DSAS)

All changes to the schedule need to follow a strict change management process whereby each of the key stakeholders (IFs, Ticketing, Broadcast, Technology, Transport, and Venue Operations) are asked to provide impact statements before the schedule is changed so that an informed decision can be made by management. Once the requested changes have been authorised by the IF and the Head of Sport a new version of the schedule is released to all stakeholders.

Daily Schedule

The Daily Schedule identifies the number of days each sport will compete on, the number of rest days required (if any) and the number of sessions required. This should be completed approximately six to nine months after the previous Olympic Games based on a review of the previous Olympic Games experiences and IF/IOC advice regarding any likely changes to events/venues etc.

Session Schedule

The Session Schedule identifies the start time and finish time of each session. The impact on the rest of the organisation becomes more apparent. This needs to be completed approximately two and a half years prior to the Olympic Games. By this time the IOC/IF will have finalised the list of events in each sport. The IOC is required to approve this schedule no later than three years before the Olympic Games.

The IFs' advice and agreement are critical in the development of the sport session schedule. Consideration should also be given to Host Broadcaster (OBO) requirements.

Continued on next page

4.4 Sport Competition Schedule, Continued

Event Schedule

The Event Schedule identifies the exact events (heats, semi-finals, finals, classification matches) that will take place and at what times within each session. It is important to have this done prior to the OCOG ticket launch. This needs to be completed ideally two years prior to the Olympic Games.

When preparing the Event Schedule it is important to consider the demands on transport particularly when scheduling the starting and finishing times of sessions. Where possible, sessions should not be scheduled to start/finish during the city peak hour traffic and during other peak transport demands on the city.

Again, considering the specificity and implications of the event schedule, the support and agreement of the IFs are essential.

Detailed Event Schedule

The Detailed Event Schedule is a further refinement of the Event Schedule where the start time of each individual race/heat/bout etc. is specified. In team sports, the team names are progressively added after each draw to complete the Detailed Event Schedule.

In most cases, the Detailed Event Schedule may only be finalised by the IF Technical Delegates following confirmation of the final entries and numbers.

Detailed Competition Activity Schedule (DCAS)

The DCAS lists all the key activities that are directly related to the Field of Play and competition. For example, while the Detailed Event Schedule shows the start time of heat 1, the DCAS also shows the time of introduction of athletes as they enter the stadium. All times are shown relative to the start time of "zero time". It is critical that "zero time" is defined clearly for each sport. For example, in basketball the zero time is the umpire's whistle for the jump ball.

The DCAS is the key communication tool between Sport, the Host Broadcaster (OBO) and Sport Production for the timing of all activities.

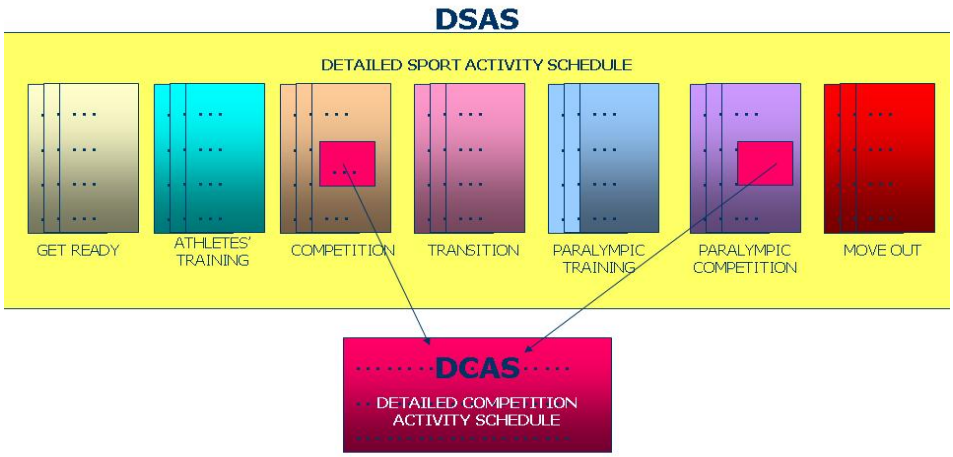
Continued on next page

4.4 Sport Competition Schedule, Continued

Daily Sport Activity Schedule (DSAS)

The DSAS is a document that contains the DCAS but also encompasses all the key activities leading into the competition. It should commence from the time the sport competition team move into the competition venue right through to the bump out.

All the phases of the DSAS are identified in the following diagram:



The DSAS not only describes the activities and their times but also who is responsible for that activity and where it is located. The DSAS needs to be completed in conjunction with Venue Operations as the entire Venue team needs to be aware of the Sport key dates as well as Sport ensuring that the Venue Operations key dates are included in the DSAS.

It should be noted that Venue Operations will develop and maintain a schedule for the whole venue with input from all functions. This is called the Venue Integrated Schedule and the DSAS is a subject of the VIS.

Annexes

Overview

Introduction This part contains the annexes to the Technical Manual on Sport, including the sport specific IF Requirements for every sport, and the IOC Sport Equipment Guidelines.

Contents This part contains the following topics:

Topic
Annex A → IF Requirements
Annex B → IOC Sport Equipment Guidelines

Annex A → IF Requirements

Executive Summary

Overview

This section represents the document previously known as the Technical Manual on IF Requirements, which provided general and sport-specific requirements for each sport. As stated earlier in this manual, Section 1 of the previous manual entitled 'General Requirements' has now been integrated into the main body of this manual, whereas the sport-specific requirements, by IF, are now included in the following Annex.

New Version of IF Requirements

Update to IF Requirements

It should be noted that the sport-specific IF Requirements are currently under review, and a new version is scheduled to be released in early 2006. The new information will be printed in this manual only in the subsequent version to this document.

Availability on OGKM Extranet

Upon completion, the updated sport-specific IF Requirements will be available (along with all Technical Manuals) on the OGKM Extranet at ogkm.olympic.org. Until this time, the previous version of the Technical Manual on IF Requirements is available on the Extranet as reference.

Annex B → IOC Sport Equipment Guidelines

I. Overview

Mission

Sport equipment is an important element in the organisation of athlete training and competition at the Olympic Games. Through the quantities of equipment involved, importance in competitions and high visibility, the specification and provision of sport equipment for the Olympic Games is complex and requires the integrated involvement of many stakeholders, including the IOC, IFs, OCOGs, NOCs and equipment suppliers.

Due to the need for clear understanding of many elements related to the specification and provision of sport equipment, and the responsibilities of the various partners involved, the IOC has developed the IOC Sport Equipment Guidelines which complement the existing specifications outlined in the Olympic Charter.

Objectives

- Define the responsibilities of the stakeholders involved in the sport equipment project process
- Outline the steps to identify the sport equipment requirements
- Address the marketing elements for the supply of sports equipment to the OCOG
- Define the contract approval process between the OCOG and sport equipment suppliers
- Provide the IFs with an understanding of the regulations related to the technical specifications and the supply of sport equipment to the OCOG.

Defining Sport Equipment

While it is difficult to define sport equipment given the very different requirements of each sport, and the different methods of sourcing sport equipment that each OCOG adopts, the following definition applies for the purposes of these Guidelines:

Sport equipment is any equipment used by athletes during Olympic Games competition or training. This includes additional field of play sport flooring, technical support equipment (e.g. scales for weigh-in), warm-up equipment (e.g. weights, stretching mats), training equipment (e.g. training balls) and competition equipment (e.g. goal posts and nets).

In addition, there may be exceptions discussed between OCOGs and IFs regarding the modification to existing surfaces in sports venues.

Related equipment that is excluded are technology equipment (e.g. results systems), communications equipment (e.g. public address systems), publications (e.g. score sheets), clothing and athletes' personal equipment.

II. Responsibilities of Involved Organisations

Introduction

This section outlines the stakeholder organisations that have responsibilities in the sport equipment area for the Olympic Games.

IOC Responsibilities

Listed below are the IOC responsibilities for sport equipment at the Olympic Games:

	IOC Responsibilities
1.	As the exclusive owner of the Olympic Games, to own all rights related to the Olympic Games, the Olympic Charter and the associated Guidelines.
2.	To define and approve the marketing rights and promotions (use of symbols, designations, licensing, hospitality, manufacturer's markings) that might be applicable for use by sport equipment suppliers.
3.	To provide instructions regarding use of the marketing rights.
4.	To review and approve applications from suppliers for use of photographic images of equipment in use.
5.	To approve training facility requirements.
6.	To approve technical equipment at venues that is neither defined nor listed in the technical rules of the IF.
7.	To approve the application of marks (OCOG, manufacturer's, IF) on sport equipment.
8.	To approve exceptions to Rule 53 of the Olympic Charter and related guidelines.
9.	To review and approve the OCOG's standard request for proposal and tender documents.
10.	To approve the proposed number of sport equipment technicians.

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II. Responsibilities of Involved Organisations, Continued

IF Responsibilities

Listed below are the IF responsibilities for sport equipment at the Olympic Games:

	IF Responsibilities
1.	To ensure that all aspects of the sport equipment project in its sports venues comply with the Olympic Charter.
2.	To be responsible for the technical control and direction of its sport including the specification of rules with which all competition and training sites and all equipment must comply.
3.	At the latest three years before the opening of the Olympic Games, to inform the OCOG, the IOC and the NOCs of the characteristics of the required technical installations and the sports equipment to be used to equip the venues during the Olympic Games.
4.	To propose the list of IF-authorised equipment suppliers.
5.	To inform the OCOG of any exclusive IF supplier of equipment.
6.	To agree training facility requirements with the OCOG, and propose to the IOC for approval.
7.	To agree with the OCOG the technical equipment at venues which is neither defined nor listed in the technical rules of the IF, and propose to the IOC for approval.
8.	To propose to the OCOG the technical support required for athletes' equipment.
9.	To identify any technical restrictions affecting use of marks on sport equipment.
10.	To implement a Games-time operational check of sport equipment for compliance with Rule 53.

Continued on next page

II. Responsibilities of Involved Organisations, Continued

OCOG Responsibilities

Listed below are the OCOG responsibilities for sport equipment at the Olympic Games:

	OCOG Responsibilities
1.	To provide sport equipment for competition and training use by athletes during the Olympic Games, test events and Paralympic Games.
2.	To respect the IFs' rights to identify equipment requirements.
3.	To negotiate actual supply contracts, respecting the IFs' right to nominate specific or exclusive suppliers.
4.	To respect all applicable laws during the procurement process.
5.	To propose to the IOC any marketing rights (use of symbols, designations, licensing, hospitality, manufacturer's markings) applicable for use by sport equipment suppliers.
6.	To negotiate marketing rights with individual suppliers.
7.	To submit proposed design of marks/look on sport equipment to the IOC for approval.
8.	To include OCOG marks/look on sport equipment as per IOC instructions.
9.	To agree training facility requirements with the IFs, and propose to the IOC for approval.
10.	To agree with the IFs the technical equipment at venues which is neither defined nor listed in the technical rules of the IF, and propose to the IOC for approval.
11.	To work with the sport equipment manufacturers to determine the required number of athlete support technicians per sport, per venue and per supplier company and to gain IOC approval
12.	Assist in sourcing accommodation, travel, transport and meals for the sport equipment technicians, and at their cost.
13.	To provide space at venues for athletes' equipment technicians as required.

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II. Responsibilities of Involved Organisations, Continued

NOC Responsibilities

Listed below are the NOC responsibilities for sport equipment at the Olympic Games:

	NOC Responsibilities
1.	To ensure that personal equipment provided by the NOC for its athletes complies with Olympic Charter.
2.	To ensure the appropriate use of the Olympic symbol and motto in the NOC's country.
3.	Liaise with sport equipment suppliers regarding marketing rights in the NOC's country where requested.

Supplier Responsibilities

Listed below are the Sport Equipment Supplier responsibilities for sport equipment at the Olympic Games:

	Supplier Responsibilities
1.	To supply equipment and associated services to meet the reasonable needs of the OCOG within a defined equipment category, including Olympic competition, training requirements and test events, and also where applicable the Paralympic Games.
2.	If the supplier is identified by the IF as the sole supplier for a particular equipment item, to provide that equipment free of charge to the OCOG.
3.	To respect the Olympic Charter, specifically Rule 53 and its bye-laws.
4.	To respect the guidelines provided by the IOC and OCOG regarding branding, manufacturer's markings and Look of the Games.
5.	To respect the World Federation of Sporting Goods Industry (WFSGI) Code of Conduct.

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II. Responsibilities of Involved Organisations, Continued

WFSGI Responsibilities

Should the IOC and OCOG agree to work with the World Federation of Sporting Goods Industry (WFSGI) or another nominated sporting goods manufacturer organisation, that organisation may be requested to perform specific duties including the following:

WFSGI Responsibilities	
1.	To receive requests from sport equipment suppliers for athlete support technicians to be accredited for the Olympic Games.
2.	To work with the OCOG to determine number of athlete support technicians per sport, per venue and per supplier company and to propose to IOC for approval.
3.	To act as the responsible organisation for associated sport equipment suppliers.
4.	To ensure all such accredited suppliers respect the Olympic Charter and the WFSGI Code of Conduct.

III. Identification of Requirements

Introduction

This section outlines the requirements for identification of sport equipment, sport equipment suppliers, sport equipment technicians, and sport equipment procurement for the Olympic Games.

Important Note

It should be noted the information herewith only applies to OCOG-provided equipment and not equipment being provided by individual NOCs or athletes.

Contents

This chapter contains the following topics:

Topic
III.1 Identification of Equipment Items
III.2 Identification of Equipment Suppliers
III.3 Identification of Technicians
III.4 Procurement Process

III.1 Identification of Sport Equipment Items

Identifying Sport Equipment Requirements

The responsibility of identifying the sport equipment requirements for the Olympic Games relies upon the International Federations (IFs). The IFs should provide information to the OCOG and IOC, regarding the sports equipment that will be necessary at the venues to hold the competition or training, and the various characteristics of the required technical installations for the sport equipments. This information should be provided a minimum of three years before the opening of the Olympic Games.

The following information should be included for each item of sport equipment required:
1. Item name
2. Quantity required, for training, warm-up, competition (for test event, Olympic Games, and Paralympic Games if applicable).
3. Specifications if any (including model number where applicable), noting any differences between specifications for competition compared with training compared with warm-up. An example of such a difference might be that training equipment for the Olympic Games can be previously used at the test events, rather than new.

Past-Games Sport Equipment Provisions

The OCOG can assist the IFs in identifying the sport equipment items required by providing to the IFs, approximately two months prior to the IFs' deadline, a proposed list of sport equipment required. The proposed list the OCOG provides should be based on the list from the previous Games, modified for any IF rule and regulation changes, and adjusted for any differences from the previous Games in terms of number of athletes per sport, amendments to the sports programme or number of competition/training/warm-up venues. This will allow a more efficient process for the IF in reviewing, editing and approving the list of sport equipment required for the Games.

Timeline

Should an IF not provide the required information to the OCOG by the deadline of three years prior to the opening of the Olympic Games, then the IOC will assist the OCOG to obtain a response from the IF.

III.2 Identification of Sport Equipment Suppliers

Identifying Sport Equipment Suppliers

In defining the required technical installations and sports equipment, the IF may require that, subject to the guidelines established by the IOC, such sports equipment be supplied by a particular company or companies.

Provisions

The information the IFs provide the OCOG should include, for each item of sport equipment required, details about potential suppliers. The information should specify whether or not the OCOG is required to source the equipment through :

OCOG Supplier Options
1. A sole supplier: in which case the equipment and associated services must be provided free of charge to the OCOG.
2. Several suppliers: with the OCOG then ultimately selecting one of those suppliers.
3. No particular supplier but technical specifications apply: with the OCOG being able to select any supplier provided the equipment meets the particular technical specifications.
4. No particular supplier and no technical specifications: with the OCOG able to select any supplier with any specifications.

IF Responsibility

In options 1 (sole supplier) and 2 (several suppliers) above, the IF should advise the name(s) of the supplier(s) and the contact details for the company(s). It is essential that the IF has completed its own negotiations with the supplier(s) in both options 1 and 2, prior to providing the company name(s) to the OCOG three years before the opening of the Olympic Games. This will ensure there are no delays in preventing the OCOG from commencing negotiations with the suppliers.

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III.2 Identification of Sport Equipment Suppliers,
Continued

Number of Suppliers Nominated

The IF may nominate several suppliers from which the OCOG must ultimately select one, the OCOG may prefer to negotiate with a lesser number of suppliers than the number nominated by the IF. For example:

- a particular supplier may add value to the OCOG from a marketing perspective
- a particular supplier may be based in the host country.

However, in considering the approach to take, it is the responsibility of the OCOG to respect all applicable laws, such as those governing competition and tendering processes. These laws will dictate whether or not the OCOG must negotiate with all the IF's nominated suppliers, or can negotiate with a lesser number.

Defining "Free of Charge" Sport Equipment

In order to allow IFs to sign long-term agreements with equipment suppliers which include provision of sport equipment for the Olympic Games, IFs may nominate a sole-supplier in certain sport equipment categories. Should a sole supplier be nominated by an IF, the sole supplier must supply equipment and associated services free of charge to the OCOG.

Free of Charge Defined:
This is defined as being equipment delivery to the OCOG at an agreed location - including freight and customs duties - plus technical support immediately prior to and during events where the equipment is used, and equipment removal if leased by the OCOG.

Supplier Negotiations

International Federations are not necessarily involved in the OCOG's negotiation with suppliers, other than identification of sport equipment as explained above.

Provision of Information to NOCs

While the Olympic Charter specifies that the IF provides sport equipment information to the OCOG, and also provides that information to the NOCs, the OCOG can also assist by providing information to NOCs through correspondence such as newsletters regularly to all NOCs and a summary list of sport equipment suppliers regularly updated.

The OCOG must communicate information related to sport equipment to the NOCs. Attached is an example of what would typically be communicated to NOCs. The list does not contain all sport equipment, just those key items with which athletes train and compete during the Olympic Games.

III.3 Identification of Technicians

OCOG Supplier Technicians

In addition to the sport equipment procured by the OCOG, the OCOG may determine the need to source technicians from the sport equipment supplier. The technicians may be required to perform a range of technical support services that may include installation, maintenance, repair, cleaning, removal and restoration. The services may require specialised training and/or equipment.

Requirement for Technicians

Whether or not technicians are required depends on the OCOG's own ability to carry out all the necessary functions associated with the sport equipment. Should the OCOG be able to perform these functions, technicians may not be required. However should the OCOG identify a need for technical support services, it then needs to determine the number of technicians required to provide that support. This requirement should be included in the request for proposal or tender document sent to prospective suppliers during the procurement process.

Previous Games Requirements

To assist the OCOG to determine the need for technicians and the extent of that need, the OCOG should review the technician numbers from the previous Games.

Accreditation

The OCOG should recognise that accreditation of technicians for the Olympic Games could be an important point during negotiation of the supplier contract.

Workforce

It is important for the OCOG to account for the additional staff or the technicians within each sport's venue workforce (typically identified as contractors). In principle, these technicians would be required, at their company's cost, to wear the OCOG's workforce uniform because they work on or around the field of play. The OCOG should attempt to assist the supplier companies to source accommodation, which would also be at the supplier's cost, as would travel, ground transport and meals.

Continued on next page

III.3 Identification of Technicians, Continued

Athlete Support Technicians

For certain sport equipment provided by the athletes and/or the NOCs, there is a requirement to provide technical support services. This would typically apply when the athletes' personal equipment requires technical skills and/or special equipment/tools to maintain or repair it.

There are two sources of such technicians: technical equipment suppliers proposed by the IFs, and equipment/apparel suppliers proposed through the WFSGI and its members.

Technical Equipment Suppliers proposed by the IFs :
• The OCOG and the IOC shall review jointly the sports for which such technicians are required. • Upon the IOC approval of this list of sports, the OCOG should contact the relevant IFs requesting their proposals for these technicians. • The IF proposals should include the company names to be represented at the Olympic Games in this capacity, and the number of technicians from each named company. • Upon agreement between the OCOG and IF, this agreement should be reviewed by the IOC for final approval.

Suppliers proposed through the World Federation of Sporting Goods Industry (WFSGI) and its members:
• The IOC and OCOG may agree to work with the WFSGI or another nominated sporting goods manufacture organisation in relation to the sports equipment Games requirements. • Should this be the case, technicians (number subject to IOC approval) may be accredited through the WFSGI or nominated organisation whose primary function will be to provide back-of-house support services to athletes and NOCs, specifically maintenance and repair of personal equipment and apparel. • Should this be the case, equipment suppliers apply to the organisation to be accredited under this category. The proposal is then reviewed and agreed between the organisation and the OCOG, then submitted to the IOC for approval. • The WFSGI or nominated organisation, acting as the responsible organisation for the technicians, then liaises directly with the OCOG to determine details regarding accreditation to specific venues for both people and vehicles, and zone access within venues.

Continued on next page

III.3 Identification of Technicians, Continued

Timeline

This process needs to occur prior to venue designs being completed (to ensure sufficient space and facilities are included for these technicians) and prior to venue staffing (contractor) numbers being finalised.

Associated Costs of Technicians

The costs associated with the sport equipment technicians providing services at the Games (i.e.-uniforms, accommodation, travel, transport, meals, and supplies/services) should be accepted by the supplier, especially in the case of a sole supplier which provides all associated services free of charge to the OCOG.

Other Supplier Options

In any of the other supplier options, the application of these cost factors may be different. That is, in negotiating the supply of equipment, the prospective sport equipment supplier should include the costs of these factors in the total value of the sport equipment supply package.

III.4 Sport Equipment Procurement Process

Procurement Responsibility

The management of the procurement process for sports equipment is the responsibility of the OCOG. The OCOG has two options in the procurement process:

- seeking either sponsors (whereby the equipment would be provided to the OCOG as value-in-kind (VIK) in return for marketing rights), or
- suppliers (whereby the equipment would be provided to the OCOG on a cash purchase or cash lease basis).

Procurement Process

Prior to initiating the procurement process with prospective sponsors/suppliers, it is essential for the OCOG to develop an integrated process that is communicated to the Sport, Procurement, Marketing, Finance and Legal functions of the OCOG. Each OCOG function should understand the role it plays in the procurement process and the responsibilities of other OCOG functions.

The OCOG internal process should consist of the following but not limited to:
A communication system between the relevant OCOG departments.
A strategy for determining whether each equipment category will be sourced via sponsorship (VIK) or tender (cash).
A financial process that facilitates budget management.
Finance and procurement policies and procedures regarding management of tenders.
Marketing policies and procedures regarding management of sponsorship requests for proposals.
A generic Sponsorship Request for Proposal document.
A generic Tender document.
An internal process to develop each category-specific Sponsorship Request for Proposal or Tender document, ensuring input and sign-off from all relevant OCOG Functions.
An internal and external process for review and approval of preferred sponsors/suppliers.

IV. Marketing

Introduction

This section outlines the sport equipment marketing rights and benefits entitled to by the supplier.

Value Chain

The marketing rights attributed to sponsors are defined by a value chain which is proposed by the OCOG as part of the overall OCOG marketing plan and presented to the IOC for approval. Typically the value chain identifies different sponsorship levels each of which has a monetary value threshold. For each level, the rights automatically attributed to the sponsor are defined, as are the rights the sponsor can access for additional contribution at the discretion of the OCOG and/or IOC.

Generally the value of sport equipment categories is lower than the minimum threshold to access the lowest OCOG sponsorship level in the value chain. An OCOG has the option to propose lower sponsorship levels for sport equipment, with obviously lesser access to marketing rights.

Principles of Value Chain

The principles with regard to allocation of marketing rights, according to the method of acquiring sport equipment, are as follows:

Sports Equipment	
ACQUISITION METHOD	**MARKETING RIGHTS**
Purchase	No rights granted
Donation	Standard rights and benefits apply
Supplied as VIK	Standard rights and benefits apply

Geographical Application of Rights

Under the provision of the Olympic Charter, the OCOG's commercial rights only extend through the territory of the host country. As a general rule, use of all rights outside the host country requires the approval of each individual NOC for which rights are sought (usually by a commercial access agreement). It is solely within the discretion of the NOC whether it enters into an access agreement or not.

Clearance of NOC access rights is a complicated and potentially expensive process. Requests for international access should be kept to a minimum and coordinated closely with the IOC who will advise the formal procedures as applicable.

Continued on next page

IV. Marketing, Continued

Standard Rights and Benefits for Sports Equipment Suppliers

Right to Purchase Tickets

Sport equipment suppliers shall have the right to purchase tickets to the event where the sport equipment is being supplied and, pending the level of support, to other events and Ceremonies. The number of tickets shall be determined according to the value and the size of the contribution and the availability of tickets.

Statement of Fact

In the context of sport equipment suppliers, a statement of fact explains simply and briefly that a particular company provides a particular product and/or service for the Olympic Games. Sport equipment suppliers shall have the right to make a statement of fact in an editorial context in trade publications, annual reports and corporate brochures under the following guidelines:

- Statements of fact cannot be used for commercial purposes, which include packaging and retail promotions, and may not appear as a designation.
- As all specific designation rights are controlled by the relevant OCOG, suppliers should ensure that statements of fact are only used in the course of normal editorial commentary and not as a stand-alone statement that could be perceived as a designation.
- Such statements of fact can be used only from the date of signature of the agreement until two years after the Closing Ceremony of the designated Olympic Games.

Suppliers can use statements of fact in both the host country and other countries at no cost to the supplier, without having to apply for rights, provided the statement of fact could not be perceived as a designation or a commercial use of rights.

Continued on next page

IV. Marketing, Continued

Standard Rights and Benefits for Sports Equipment Suppliers (continued)

Photographing Sports Equipment at the Olympic Games

Sport equipment suppliers shall have the right to use a photographic image of the equipment in use during the Olympic Games for editorial purposes in trade publications, annual reports and corporate brochures. The following guidelines shall be adhered to when using photographic images:

- Use of images must respect the rights of the athletes; and manufacturers need approval from athletes prior to use.
- The images cannot feature Olympic marks nor make reference to an athlete's performance.
- Such images can only be used at the conclusion of the Olympic Games and/or last day of sport equipment usage until two years after the Game's Closing Ceremony.
- In all cases, applications for use of photographic images of sports equipment in use at the Games require prior written approval by the OCOG/IOC.

Final Official Games Report

Sport equipment suppliers shall have the right to have the supplier's name listed in the Official Games final report.

Extension of Rights and Benefits

Subject to further direct negotiations with the OCOG and the approval of the IOC, other OCOG rights and benefits may be granted as part of the manufacturer's support, commensurate with the value being provided. The following are examples of other rights and/or benefits that may be granted only if the contribution is of significant value and commensurate with the OCOG's national sponsorship programme:

For example, rights to:
1. Official marks and designations
2. Hospitality Village facilities
3. Premium development
4. Press conferences / public relations support
5. Possible showcasing during Olympic Games (training area)
6. Use of promotional material in sales brochures
7. Access to moving images for in-house / promotional videos to be obtained via the IOC Information Management Department
8. Territorial extensions beyond the host country
9. Licensed product development (where relevant)
10. A sole supplier, in which case the equipment and associated services must be provided free of charge to the OCOG.

Continued on next page

IV. Marketing, Continued

Other Rights and Benefits

Sport Equipment Seal

If developed by the OCOG and pending significant levels of support, sport equipment suppliers may have the right to use the Sport Equipment Seal in accordance with OCOG Marks Usage Guidelines and OCOG approval. The creation of the seal and use of the seal in communications shall be defined by the OCOG in accordance with the IOC's guidance and approval.

For suppliers who are allowed by virtue of their marketing rights to use the Sport Equipment Seal in the host country, they are also allowed, by exception, to use this seal internationally for trade purposes only such as in catalogues, at no additional cost to the supplier. This use should not be granted as an automatic right but might be granted, at the OCOG's discretion and with the approval of the IOC, if sought by a supplier.

Third-Party Rights

Marketing rights may only be used by the sport equipment supplier entering into the contractual agreement with the OCOG. They may not be passed through directly or indirectly to any third party or other organisation without the express written approval of the IOC and the OCOG.

Licensing

In specific sport equipment item cases, there may be the interest from the supplier to extend the supply agreement to a licensing agreement. This should be negotiated as a separate commercial agreement according to the OCOG's licensing policy.

V. Technical Recognition and OCOG Marks/Look

Introduction

Recent Olympic Games have underlined the critical importance of developing an overall Olympic branding strategy extended throughout the fields of play and host city. This strategy is one of the fundamental factors in the unique positioning of the Olympic Games and its overall visual presentation. More information can be found in the Technical Manual on Brand Protection.

Marks/Look Types

There are various Olympic graphic elements that can be used to brand equipment, according to the strategy developed by the OCOG and approved by the IOC. Among others, such elements include:

Mark & Look Elements:
Olympic Symbol
Games Emblem
Games Typeface
Pictogram
Games Secondary Graphics
Games Colour Scheme
Mascots

Note

The Olympic symbol and some further Look/Mark element to clearly identify the host city and year of the Games are required to properly brand all material.

TV Look

In the course of developing the Olympic brand, and its placement on sport equipment, the OCOG Look Department will work closely with the host broadcaster with respect to camera angles and broadcast presentation to ensure the best visual result.

Continued on next page

V. Technical Recognition and OCOG Marks/Look,
Continued

List of Sport Equipment with Marks/Look

Included with this manual is a list (Attachment II) of sport equipment items that are required to have the OCOG marks/look. The list details the suggested graphic element and position, based on previous Olympic Games experience. This list should be viewed as the minimum requirement for OCOG marks/look, enabling the OCOG to make additional proposals to the IOC for other items to have the OCOG marks/look applied.

The OCOG mark/look is applicable regardless of whether the sport equipment is purchased or leased by the OCOG.

Note

Both the OCOG and the supplier should ensure they have written approval from the IOC of all graphic treatments prior to commencing the manufacturing of sports equipment.

Pre-Games Use of Marked Equipment

To protect the unique presentation of the Games, Olympic images and marks should not be used on any sport equipment prior to the Games. As a general rule, the Olympic symbol is only allowed to be used as a backdrop to a sporting event during the actual Olympic Games competition.

Post-Games Use of Marked Equipment

As a principle, sport equipment that is branded with the OCOG marks/look should not be used in competitions after the Olympic Games. The IOC reserves all rights to address the use of all marks after the Games.

Field of Play Branding

Given the visual prominence of sport equipment on the field of play, it is essential that key items be branded with the marks of the Olympiad, in coordination with the venue branding. Such branding will respect IF technical restrictions applicable on a case-by-case basis especially as it relates to colour designations.

OCOG and Manufacturer Marks/Look

Solely the OCOG marks/look, and where approved by the IOC, the manufacturer's mark, are permitted on sports equipment. No other mark is allowed on sport equipment unless approved by the IOC. It is important to recognise that such identification should not be viewed as commercial branding or brand presence marketing, but merely as technical recognition of the manufacturer. As such, the rules and guidelines are specifically designed to limit the nature of brand presence marketing and broadcast exposure.

Continued on next page

V. Technical Recognition and OCOG Marks/Look,
Continued

Fabrication and Application of Marks

To ensure quality control over both fabrication and application of the OCOG marks/look, The OCOG Look Department ideally should be financially and operationally responsible for this and not the equipment suppliers.
The following situations should apply:

- The equipment does not usually have graphics on it and therefore, the manufacturer does not have the experience to install the graphics.
- The manufacturer is unable to meet the OCOG's Mark/Look quality standards.

However, there may be cases where it is not possible for the OCOG due to the following reasons:

- Certain graphics can only be safely or properly applied during the manufacturing process.
- The manufacturer's experience may be essential to the cost-efficiency, durability, quality and determining if graphics may adversely affect performance.
- Applying the graphic during the manufacturing process will alleviate the application process by the host city when the equipment is delivered.

Manufacturer's Marks

The Olympic Games are unique in the international sporting event world in that commercial advertising is not allowed in the venue or on the athlete uniform. This is fundamental to the visual presentation and values of the Games. As such, the rules and guidelines are specifically designed to limit the nature of presence marketing and broadcast exposure.

The Olympic Charter and related guidelines define when and how the identification of the manufacturer can appear on sport equipment, and is subject to IOC discretion. Aspects of the mark that must be considered include size, frequency, colour, position, material in which the mark is fabricated, and application method.

Technical Recognition

Sport equipment manufacturers are in a very privileged position in that, under certain limited circumstances, a controlled level of trademark identification is permitted. It is important to recognise that such identification should not be viewed as commercial branding or presence marketing, but merely as a technical recognition of the manufacturer.

Continued on next page

V. Technical Recognition and OCOG Marks/Look,
Continued

Principles for Inclusion

The principles for inclusion of manufacturer's marks (MM) are:

- The MM should be located as far as possible from the OCOG mark/look
- The OCOG mark/look should take the most prominent position
- The MM, where possible, should be placed as far as possible from the sporting action, for example, the basketball court MM should be placed well off the playing area of the court
- The MM, where possible, should not be oriented towards the television camera
- The colour contrast of the MM to the piece of equipment should be as low as possible, that is, tone-on-tone
- There shall be a maximum of one MM only on each piece of equipment. The size shall be the smaller of 10% of the surface area of the equipment to a maximum of 60 sq. cm. In no event however should the MM identification be marked conspicuously for advertising purposes. All MM applications are subject to the approval of the OCOG and the IOC. For full details refer to Rule 53 and its relevant Bye-laws
- As per the OCOG mark/look identification, the final placement of the MM requires IOC approval

Automatic Inclusion

The inclusion of the manufacturer's marks on sport equipment may take place under the following circumstances:

- Sport equipment where the standard manufacturing process incorporates the mark onto the equipment. That is, if to exclude the manufacturer's mark incurs additional cost to the OCOG the mark will be allowed.
- This will apply regardless whether or not the equipment item is provided via sponsorship or procured by the OCOG via VIK or cash.
- The principle for inclusion of such marks is that the size of the mark should be identical to the mark usually manufactured on the item.

Approval

In all cases, the colour, material and application method is to be approved by the OCOG, IF and IOC.

Continued on next page

V. Technical Recognition and OCOG Marks/Look,
Continued

Exclusion

Equipment that is either provided via cash outlay from the OCOG or is provided via a donation is not allowed to display its manufacturer's mark. If this equipment is delivered to the OCOG with the manufacturer's mark visible, it is the OCOG's responsibility to cover the marks.

Exceptions to the Olympic Charter Rule have previously been granted by the IOC on a case-by-case basis.

In principle, should the IOC grant an exception to the Olympic Charter for athletes' equipment, and the OCOG is also responsible for providing equipment in the same category, the same exception will automatically apply.

International Federation Marks

To maintain the unique visual presence of the Games only the OCOG marks/look, and where approved the manufacturer's mark, is permitted. All other marks/look cannot be displayed unless approved by the IOC.

Exceptions

The only exception is the inclusion of the IF marks on balls for ball sports.

Rule

- The IF logo or designation must not be larger than it is for standard manufacturing of the balls
- It must only appear once per ball
- It may not make reference to any event other than the Olympic Games and/or Paralympic Games.

Continued on next page

V. Technical Recognition and OCOG Marks/Look,
Continued

Timeline and Process

The information provided in the list (Attachment II) will allow the OCOG to prepare photographic images of each sport equipment item. The images should show exactly the position, colour and size or the OCOG mark/look and, if applicable, the manufacturer's mark and IF mark.

Approval

After internal approval of all the images by the OCOG, they must be submitted for review and approval by the IOC. Ideally, this needs to occur prior to the commencement of the procurement process by the OCOG as these approved images are an essential component of the Request for Proposal and Tender documents sent to prospective suppliers, and subsequently are an essential component of the final contracts.

How

To achieve this, the OCOG should have completed the design and approval of its Kit of Parts, and should have developed the principles for application to the fields of play. When the actual suppliers are finalised for each sport equipment category, the actual supplier logos must be imposed onto the photographic images. These must then be submitted to the IOC for review and approval. This needs to occur prior to the commencement of fabrication of the marks on the sport equipment.

These approved images should also become components of the final sport equipment / supplier contracts.

VI. Contract Approvals

Introduction

When each sponsorship or supplier agreement is finalised between the OCOG and the sponsor/sport equipment supplier there are several steps to be taken for final approval of the contract.

Contract Approval Process

The following outlines the contract approval process the OCOG should follow:

- The OCOG must submit to the IOC Legal Department for approval the generic or standard Request for Proposal document, the standard Tender document and the standard contract.
- Upon approval by the IOC, the OCOG can modify the Request for Proposal and Tender documents to make them specific for each category of equipment being sourced. When the OCOG sends these modified documents to prospective suppliers, it should also include the standard contract agreement.
- Therefore, the approval of the standard contract (and other standard documents) must occur prior to the commencement of the OCOG's procurement process.
- When each sponsorship or supplier agreement is reached between the OCOG and the sponsor/supplier, the draft contract and ultimately the final contract must be sent to the IOC for review and approval.

Terms and Conditions

All contract agreements are subject to terms and conditions outlined in the IOC/OCOG Marketing Plan Agreement for the current Games.

VII. Supplier List for National Olympic Committees

Supplier List for National Olympic Committees

The following table represent the Supplier List for National Olympic Committees based on each Summer Games Sport.

SPORT	IF	EQUIPMENT	POSSIBLE SUPPLIERS*	FINAL SUPPLIER	MODEL # (if applicable)
Athletics	IAAF	Track			
		Implements			
		General Equipment			
Archery	FITA	Target Faces			
Aquatics	FINA	Water Polo Ball			
		Water Polo goals and nets			
		Diving boards, stands and platform surfaces			
Badminton	IBF	Shuttlecocks			
		Net posts			
		Nets			
Baseball	IBF	On-field equipment			
		Umpires' equipment Set			
		Ball			
Basketball	FIBA	Ball			
		Court			
		Backboards			
Boxing	AIBA	Ring and cover			
		Gloves and headgear			
Canoe/Kayak	ICF	Racing Boats			

Continued on next page

VII. Supplier List for National Olympic Committees,
Continued

Supplier List for National Olympic Committees (continued)

SPORT	IF	EQUIPMENT	POSSIBLE SUPPLIERS*	FINAL SUPPLIER	MODEL # (if applicable)
Cycling	UCI	Spare wheels			
Football	FIFA	Ball			
Gymnastics	FIG	Trampoline			
		Artistic and Rhythmic equipment			
Handball	IHF	Playing surface			
		Ball			
Hockey	FIH	Playing surface			
		Ball			
		Goals and nets			
Judo	IJF	Mats			
Shooting	ISSF	Clay targets			
Softball	ISF	Balls			
Table Tennis	ITTF	Court mats			
		Tables and nets			
		Balls			
Taekwondo	WTF	Mats			
		Protective equipment			
		Uniforms			
Tennis	ITF	Ball			
		Court			
Triathlon	ITU	Bike Rack			
Volleyball	FIVB	Court			
		Ball			
		Nets, antennae, posts, post pads			
		Referees' chair			

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VII. Supplier List for National Olympic Committees,
Continued

Supplier List for National Olympic Committees (continued)

SPORT	IF	EQUIPMENT	POSSIBLE SUPPLIERS*	FINAL SUPPLIER	MODEL # (if applicable)
Beach volleyball	FIVB	Ball			
		Nets, antennae, posts, post pads			
		Referees' chair			
Weightlifting	IWF	Barbells and weights			
Wrestling	FILA	Mats			

VIII. List of Sport Equipment with OCOG Marks/Look

List of Sport Equipment with OCOG Marks/Look

The following table lists, as a minimum, which sport equipment items must have OCOG marks/look applied. That is, the OCOG can propose other sport equipment items on which it seeks to apply OCOG marks/look.

For each item of equipment in the table, which graphic element to use and where it is placed on the equipment is a suggestion, based on the Sydney 2000 Olympic Games experience.

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Aquatics – Swimming	Backstroke Turn Flags	What: rings and pictogram Where: alternating flags
	Starter's podium	What: logo Where: on front panel of stand
	Touchpads	What: rings Where: above water line Note: this is governed by the Timing contract for the Games.
	Athletes' clothing basket	What: logo Where: on each side of basket, both inside and outside
	Starting blocks	What: wordmark Where: on either side and at bottom poolside
Aquatics – Water Polo	Balls	What: logo Where: opposite MM
	Goals and nets	What: wordmark Where: crossbar and/or posts
	Flotation pads at end of pool	What: colour scheme Where: integrated into pads

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Athletics	Competitor number – bib	What: subgraphic, logo, wordmark, rings Where: on front and back of athlete
	Finish line tape, marathon	What: subgraphic, wordmark Where: subgraphic throughout, wordmark once
	Competitor number – bib	What: wordmark, logo, rings Where: top of bib
	Batons – relay	What: 8 different colours + decal Where: centred
	Long/triple jump landing pit cover	What: logo Where: on cover of pit
	High jump landing pit cover	What: design Where: centre
	High jump landing mats	What: logo, rings, wordmark Where: on top and sides of mat
	Hurdle battens	What: colour subgraphic, rings and wordmark Where: subgraphic at each end, wordmark in center with rings either side
	Distance Indicator Marker	What: colour/logo Where: all sides
	Indicators – Olympic Records	What: marked “O” or “OR” graphic / logo / colour Where: all sides
	Indicators – World Record	What: marked “W” or “WR” colour / logo Where: all sides
	Lane marker Boxes	What: decal Where: all sides
	Pole vault landing pit cover	What: logo Where: on cover
	Clothing Baskets:	What: colour Where: all sides

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Badminton	Courts	What: rings and wordmark Where: at each end of competition courts, just beyond playing area
	Umpire Chairs	What: logo Where: back and each side of each stand
	Athlete clothes basket	What: colour Where: all sides
	Nets	What: 3D graphic Where: net tape out of bounds
Baseball	Batting helmet (spares only)	What: logo Where: front and both sides
	On-deck circle	What: logo Where: centre of circle
	Grass graphics	What: rings Where: behind home plate What: wordmark Where: along 1st and 3rd base lines
	Dugout	What: wordmark Where: on roof

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Basketball	Competition court	What: colour of restricted zone to match colour of 2 metre surrounds of the court Where: on and around the court; approx. 50% of court will be covered with a graphic element What: logo Where: in center of court, beyond center circle What: rings and wordmark Where: at each end of court beyond backline, wordmark in center with rings each side What: Games of the XX Millennium, English and French Where: along each side of the court, beyond sideline
	Backboard, padding and supports	What: logo Where: on front of padding (might also be on sides and back, cannot tell from photo)
	Ball	What: OCOG wordmark on central part of ball with rings above and underneath Where: opposite MM
	Ball carriers	What: logo Where: 4 sides

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Beach Volleyball	Ball	What: wordmark Where: on 2 sides What: rings Where: one side
	Ball bag	What: rings and wordmark, or OCOG logo Where: on front side of bag
	Ball cart	What: logo Where: 4 sides
	Flag	What: logo Where: 2 sides
	Leader boards	What: logo, secondary graphic Where: logo at top, secondary graphic as background
	Nets	What: 3D graphic Where: net tape out of bounds What: wordmark Where: on white band at top only
	Referee stands with padding	What: colour Where: 3 sides
	Upright padding on net pole	What: logo Where: just below bottom of net
	Tarpaulin	What: logo Where: centre

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Boxing	Boxing towers	What: decal of logo Where: uprights
	Floor cover	What: logo Where: centre
	Ring	What: Logo Where: on posts in 4 corners on the side facing the inside of ring What: Logo, wordmark and rings Where: on 2 white pads What: logo Where: on ring surface
	Headgear	What: wordmark Where: front centre
	Gloves	What: logo Where: on top of each glove
Canoe/Kayak Slalom	Access bibs	What: graphic, background anything but white Where: front and back
	Competitor bibs	What: logo, wordmark, rings and number Where: front and back
	Banners start and finish	What: pictograms Where: double sided, each end of the word START or FINISH
	Boat decals	What: waterproof incl. 3 letter country code Where: to be applied to boats
	Gate markers	What: wordmark and rings Where: on each gate marker

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Cycling – Mountain bike	Athlete number	What: subgraphic, logo, wordmark, rings Where: on number attached to front of bike
	Start/finish gantry	What: wordmark and rings and subgraphic Where: sides and top of horizontal structure with wordmark in centre and rings either side , sides of vertical structure
Cycling - road	Start gantry	What: rings and wordmark Where: wordmark in centre of horizontal structure with rings on either side, on top and on front and back What: subgraphic Where: on vertical part of structure
Cycling – track	Inside 'lane'	What: wordmark Where: repeated on the inside lane
	Starter's podium	What: logo Where: either side of podium
Equestrian	Competition numbers	What: logo, wordmark, rings and number Where: front and back
	Jumps	What: Look must be incorporated in design process to avoid Atlanta/Sydney problems Where: per IF regulations and design choices
	Cross country field of play	What: logo and wordmark Where: on jumps
	Finish structure, cross country	What: rings and wordmark and subgraphic Where: wordmark in centre of horizontal structure with rings either side – on sides and top; subgraphic on vertical structure
	Bibs, cross country	What: wordmark, rings, number, subgraphic Where: front and back

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Fencing	Pistes	What: rings and wordmark Where: on surface surrounding pastes in tone-on-tone application, and on backdrop
Football	Ball bags	What: graphic, colour Where: both sides and both ends
	Corner flags	What: logo Where: both sides
	Ball	What: design Where: opposite MM
Gymnastics	Beam and mats	What: logo and wordmark repeated several times Where: on side – middle
	Beat boards	What: colour, logo Where: in top corners, at free end
	Chalk stands	What: colour rings Where: on top of container
	Double mini tramp	What: logo and rings Where: on bed
	Floor exercise areas	What: colour and graphic + rings Where: in 4 corners of floor area
	Horizontal bars and mats	What: rings Where: on sides of mat, either side of bar
	Parallel bars and mats	What: graphic Where: sides of mat, either side of bar

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Gymnastics (continued)	Pommel horse and mats	What: graphic of rings and wordmark Where: on side of horse and end What: graphic of wordmark Where: on side of horse in center – between the handles
	Rings	What: wordmark Where: on rings rope
	Trampolines with safety platforms	What: graphic Where: on safety platforms
	Vaults and mats	What: graphic of rings and wordmark Where: on side of vault and end
	Uneven bars and mats	What: graphic Where: sides of mat, either side of bar
Handball	Court	What: running man Where: in center of court
Hockey	Corner flags	What: design Where: 2 sides
	Stick racks	What: design Where: behind team benches
Judo	Athlete numbers	What: rings and wordmark Where: per IF regulations
	Mats	What: rings Where: between the two contest mats What: wordmark Where: on each side of the two contest mats
	Athlete bibs	What: rings and wordmark Where: bib worn on athlete's back

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Modern Pentathlon	Start & finish gantries	What: wordmark and rings and sub graphics Where: wordmark in centre with rings on either side, on sides and top of horizontal structure. Subgraphics on vertical structures
	Athlete bibs	What: wordmark, rings, subgraphic Where: back and front of athletes
Rowing	Bow numbers	What: logo and/or name Where: on top or bottom of number
	Buoys – finish line	What: logo Where: at top, on 4 "sides"
	Shells – seats	What: wordmark and rings Where: on sides of seat
Sailing	Buoys	What: waterproof decals Where: on buoy covers
	Flag i.d.	What: logo Where: both sides of flag
	Hulls of boats	What: rings and wordmark Where: hulls of boats
Shooting	Shooting mats	What: vinyl logo, colour Where:
	Athletes' bibs	What: wordmark, rings, subgraphic Where: back of athletes
Softball	Batting helmet (spares only)	What: logo Where: front and both sides

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Taekwondo	Athlete bibs	What: logo, iron on Where: arm and leg
	Elastic mat surrounds	What: wordmark and rings Where: rings on 2 sides of mat, wordmark on other 2 sides
	Headgear	What: rings Where: each side
	Trunk protector	What: OCOG mark and rings Where: center of target areas
Table Tennis	Competitor bibs	What: wordmark, rings, subgraphic Where: athletes' back
	Competition number	What: wordmark, rings, subgraphic Where: back of athletes
	Court mats	What: colour only Where:
	Court surrounds	What: Subgraphic, wordmark and rings Where: Subgraphic throughout, rings and wordmark alternating
	Tables	What: colour – blue Where: on sides of the tables
	Judges tables	What: rings and OCOG logo Where: rings in center, logo on each side of 'skirting'' at front of scorer's table. Plus rings on table skirt at either end of table
	Nets	What: rings Where: on each end of net

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Tennis	Athlete chairs	What: logo Where: on back of chairs
	Umpires chair	What: rings and logo Where: on top and sides of base of stand
	Nets	What: rings, 3D Where: on net in out-of-bounds area
	Ball bags	What: logo Where:
	Ball box	What: logo Where: on top and 4 sides
	Balls	What: wordmark Where: on ball
Triathlon	Sign athlete ID for bike	What: design Where: both sides
	Sign athlete ID for clothing box	What: design Where: both sides
	Athlete numbers	What: tattooed on, can have rings under number Where: on upper arm
	Start platform	What: wordmark and rings Where: along front edge of platform
	Buoys	What: logo Where: on buoy covers
	Transition area carpet	What: wordmark and rings Where: centred on carpet
	Bike stand signage	What: logo and rings Where: on numbered stand for each athletes
	Finish gantry	What: wordmark, rings and subgraphic Where: on sides and top of horizontal structure, and sub graphics on vertical
	Finish line	What: rings Where: on carpet just prior to finish line

Continued on next page

VIII. List of Sport Equipment with OCOG Marks/Look,
Continued

List of Sport Equipment with OCOG Marks/Look (continued)

SPORT	EQUIPMENT ITEM	OCOG MARKS / LOOK
Volleyball	Ball	What: OCOG wordmark Where: on sides, opposite MM What: rings Where: one side
	Ball bag	What: logo Where: 2 sides
	Ball cart	What: logo Where: 4 sides
	Flag	What: logo Where: 2 sides
	Nets	What: 3D graphic Where: net tape out of bounds What: wordmark Where: on white band at top only
	Referee stand	What: logo Where: on either side of vertical structure
	Post padding, upright	What: logo Where: just below height of bottom of net
Weightlifting	Chalk boxes	What: logo colour Where: on sides
	Platforms	What: logo Where: side and top
	Resin trays	What: logo Where: 4 sides
	Weights	What: wordmark Where: once on central ring of each weight on inside (can't see from pic if also on outside)
Wrestling	Mats, octagonal	What: wordmark and rings Where: rings on one side of mats, wordmark on the other
ALL SPORTS	Boxes and receptacles on the FOP	What: may or may not receive look Where: sides and top (as applicable)

IX. Exceptions to Olympic Charter Rule (Advertising, Demonstrations, Propaganda) Granted in Previous Games

Exceptions to Olympic Charter Rule Granted in Previous Games

The following table lists the exceptions to the Olympic Charter Rule on "Advertising, Demonstrations, Propaganda" that were approved by the IOC for the 2000 Olympic Games. Other exceptions were made for athletes' uniforms but are not included in the list below:

FEDERATION	PARAGRAPH BYE-LAW, RULE 61	PERMITTED EXCEPTIONS
IBAF (baseball)	1.2 – equipment, 10% of the surface and no more than 60 sq. cm.	3 identifications on the bat, 120o apart, maximum 28cm long and 6.5 cm high
UCI (cycling)	– identification shall appear only once per item; – equipment, 10% of the surface and no more than 60 sq. cm.	To accept bicycles as habitually available commercially
ISF (softball)	1.2 – equipment, 10% of the surface and no more than 60 sq. cm.	3 identifications on the bat, 120o apart, maximum 28cm long and 6.5 cm high
FITA (archery)	1.1 – identification shall appear only once per item	Identification can appear on each part and on both sides of the bow, on the grip and the stabilizer
ISAF (sailing)	1.1 – identification shall appear only once per item	Once on each side of the sail/hull, up to 60 sq. cm.