WORKFORCE

Technical Manual

on Workforce

Technical Manual on Workforce

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International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Workforce**

Date/Version November 2005

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

In order to provide Games organisers with a complete picture of a Games function, both Olympic and Paralympic information is integrated within the technical manuals. General information may apply to both Olympic and Paralympic Games even though not explicitly mentioned, while Paralympic-specific information is identified as such.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the sole purpose of preparing, organising and staging an edition of the Olympic Games. This material and information is the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC. Sharing of such material and information is only permitted, under the condition of strict confidentiality, with third parties assisting in the preparation, organisation and staging of an edition of the Olympic Games.

II. Changes from Previous Version

Introduction

This Technical Manual is an update of the May 2004 version. The content of the Manual has remained the same; however improvements in the document's structure and format have been made, including an update to the Generic Sections found in the beginning of the document.

III. Related Documents

List

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

- Olympic Charter
- Host City Contract
- Technical Manual on Hospitality

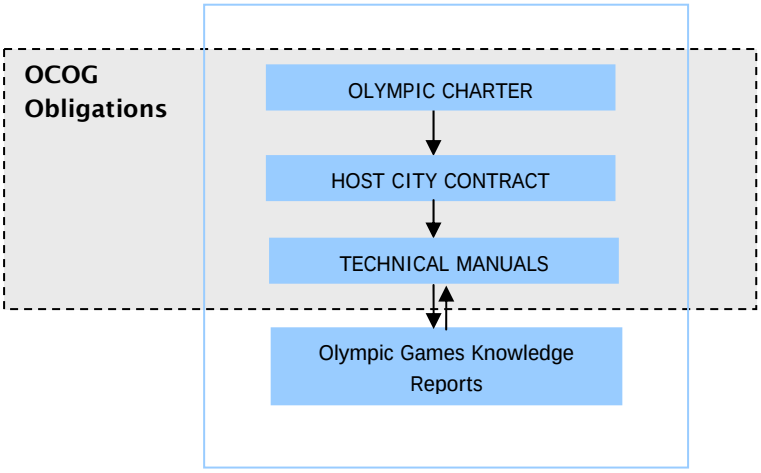
IV. Information Road Map

Introduction

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

Presentation

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



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IV. Information Road Map, Continued

Olympic Charter (OC)

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

- Fundamental Principles
- Rules
- Bye-laws

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

Host City Contract (HCC)

The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the:

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

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

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

Continued on next page

IV. Information Road Map, Continued

Technical Manuals

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

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

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

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

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

The reports contain:

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

They do not contain:

- Legal obligations
- IOC recommendations

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

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

V. Olympic Games Study

Introduction

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

Games Study Commission

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

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

The IOC ensured that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

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

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

Continued on next page

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 Workforce are to:

- Provide technical information on each of the Games Workforce programmes
- List the IOC obligations for the Games Workforce Function

Limits

This manual is limited to providing technical information on the Games Workforce only.

Target Audience

The target audience for this manual is:

- OCOG Senior Executives
- OCOG Games Workforce Director
- OCOG Games Workforce Programme Managers

Context

The Games Workforce Technical Manual is intended to assist OCOG's in the enormous task of identifying, recruiting, training, rostering, accrediting, uniforming and managing the vast volumes of staff required for the successful delivery of an Olympic and Paralympic Games.
This Manual provides a framework from which OCOG's can combine the knowledge and experiences chronicled within the IOC's Transfer of Knowledge documents with the specifics of their own policies, strategies and local labour force to deliver the Games Workforce.
The Games Workforce Technical Manual is not to be used by the Organising Committees' as the sole arbiter of approach to this enormous task, but as a point of reference in the development of their Strategic and Operational Planning.

VII. Executive Summary

Games Workforce Function

The Games Workforce

The Games Workforce Function is responsible for the planning, delivery, retention and care of the paid staff, volunteers, and contractors necessary to stage the Olympic Games and the Paralympic Games. Games Workforce manages the people of the Games on behalf of and in coordination with the other OCOG Functions.

Major Deliverables

- Establishment of Games Workforce Function
- Placement of key programmes within the Function
- Delivery of the workforce

Single consolidated Games Workforce Function

The OCOG should have a single consolidated Workforce Function with responsibility for all areas of the workforce including Olympic and Paralympic Games.

Workforce Planning

Workforce Planning

The proper planning of headcount requirements is essential to the success of the Games Workforce Function. Workforce planning provides significant input into others of the division, and manages the Games-time headcount.

Workforce planning represents the development and tracking of the paid staff, volunteers, and contractors required to stage the Olympic and Paralympic Games. Workforce planning defines workforce types, position titles, quantities, and tracks entitlements for the workforce.

The major deliverables associated with Games Workforce Planning:

- Administration of workforce planning and scheduling modules of the Games Workforce Systems including:
  - Headcount planning/tracking
  - Scheduling/Rostering
  - Job description database
- Determination of job titles, job title convention and hierarchy
- Collation and review of job descriptions
- Determination of staffing policies for all staff types.
- Collation of programme staffing demand across all staff types and venues and multi-venue positions.
- Collation of organisational charts within each programme and venue.
- Facilitation of staffing reports to all programmes and senior management.
- Collation and monitoring of centralised staffing budget.
- Project management of all Games workforce deliverables.
- Coordination and integration of Games workforce timelines to deliver the Games workforce

Continued on next page

VII. Executive Summary, Continued

HR Administration and Staff Relations

The focus of this section is on the Human Resources and Administration programmes to be put in place by the Workforce Function. The Human Resources activities are generally focused on the OCOG paid staff, loaned employees, dedicated contractor/consultants, interns and office volunteers from their first day on the job until they leave the OCOG at the end of the Games.

Initially this programme provides a broad range of typical human resources services to the Organising Committee including training, recruitment, employee relations and communications, human resources policies, payroll and remuneration and benefits.

As the OCOG evolves, the responsibilities of training and recruitment are relinquished as specific programmes are established.

Major Deliverables

Human Resources typically will provide the following services for the OCOG staff:

- New-hire orientation
- Remuneration/Compensation
- Benefits administration
- Performance evaluation
- Staff relations
- Relocation
- Outplacement/OCOG dissolution as it relates to staff
- Workforce related legal compliance
- Visa/immigration support for OCOG staff

Workforce Recruitment

Successful recruitment means developing the right number of qualified workforce members at the right time. An OCOG workforce is made up of several types of staff, and recruitment strategies should be developed by the Workforce Function to ensure that the most talented staff, volunteers, and contractors available are put in place to stage the Games.

Major Deliverables

- Recruitment and selection of the staff and volunteers necessary to stage the Games
- Coordination with contractor organisations to develop recruitment strategies and protect OCOG staff and volunteers from “poaching”

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VII. Executive Summary, Continued

Workforce Training

The focus of this section is on the training programmes to be put in place by the Workforce Function.
Workforce Training provides the Games Workforce with the skills, knowledge and attitudes required to perform their jobs at the Olympic and Paralympic Games. Training activities are generally categorized into Pre-Games training and Games-time training programmes.

Pre-Games Training

It is assumed that the staff member–recruited to work within an OCOG has the necessary skills to perform their roles. Therefore, pre-games training are focused on inducting new staff into the event environment and enhancing their existing skills to enable them to excel in their jobs.
All new staff at the OCOG could be invited to attend three modules of training: induction and orientation training, management and development training and information technology training.

Games-Time Training

Leading up to the Games, Workforce Training focuses on providing the staff and volunteers (and some contractors) with the skills required to perform their Games-time assignments. Training for Games-time is typically delivered in four ways:

- Orientation training
- Venue specific training
- Job specific training
- Event leadership training

Major Deliverables

Here is a list of the main deliverables associated with Games Workforce training:

- Pre-Games training
  - Orientation/induction sessions
  - Management development courses
  - Test Event training
- Games training
  - Orientation/general training
  - Venue specific training
  - Job specific training
  - Event leadership training

Continued on next page

VII. Executive Summary, Continued

Uniforms

The Games Workforce Function has responsibility for delivering the uniform programmes for the paid staff and volunteers of the OCOG, and to regulate the uniform designs of contractor organisations. In a Summer Games, technical officials may need to be uniformed by the OCOG.

Workforce Uniforms could manage all aspects of the uniform programme, including:

- Relationship with uniform sponsors
- Uniform design and selection
- Uniform budget, quantities, orders
- Uniform storage/logistics
- Distribution planning and delivery
- Liquidation of excess uniforms

This chapter focuses on the necessary steps to put the uniform programme in place.

Major Deliverables

Here is a list of the major deliverables for Uniforms:

Scope and establish a budget for the uniform requirements for pre-Games events and the Olympic and Paralympic Games.

- Assist with the procurement of sponsors and other suppliers.
- Assist with the design of the official Games workforce uniform.
- Procurement of uniforms for Test Events (as appropriate).
- Allocate uniform entitlements to all job titles for the Olympic and Paralympic Games.
- Plan distribution of uniforms to the workforce from a centralised uniform distribution centre.
- Manage the disposal of excess stock post the Games.

Continued on next page

VII. Executive Summary, Continued

Venue Workforce

After the Games Workforce Function has recruited, selected, trained, outfitted, and accredited the workforce, its focus then turns to the care, retention, and support of the staff, volunteers, and contractors working in Olympic and Paralympic venues. In its Pre-Games organisation the Workforce Function operates with separate programmes such as Staffing, Human Resources, Workforce Planning, Training and Retention & Recognition. When the OCOG moves to a venue based operational mode, these functions generally consolidate into a single Venue Workforce unit. Working closely with venue management, members of this team will provide a full-range of venue-based workforce services, including management of check-in areas and break areas in each venue.

Major Deliverables

Specific areas of Game-time responsibilities include:

- Uniform Distribution (please see Chapter 6)
- Training Support (general and venue training)
- OCOG Headquarters Operations
- Workforce Check-In
- Break/Meal Management
- Scheduling Support
- Workforce Relations and Recognition
- Workforce Communications
- Incident Reporting
- Transportation Support

Continued on next page

VII. Executive Summary, Continued

Games Workforce Systems

The Games Workforce Systems need to be designed to meet the major business processes and responsibilities that support the overall Games Workforce Function. The modules within comprehensive Games Workforce Systems are as follows:

- Workforce Planning
- Registration/Tracking
- Selection
- Training
- Scheduling
- Entitlements
- Retention/Communication
- Accreditation (Interface)
- Local HR/Payroll System (Separate System & Interface)
- Background Check (Interface)

Major Deliverables

- Systems should support the business processes as defined by the OCOG, rather than forcing the OCOG to adapt its business processes due to systems limitations
- Systems should allow for self-service by workforce members to reduce labour costs (web-based application, communication, etc.)
- Systems should be able to be deployed at venues
- Systems should be coordinated within the division by a systems project manager
- Systems should deliver the required functionality at the right time, according to the established key milestones

VIII. Technical Presentation

Scope of Manual

The Games Workforce Technical Manual provides technical information on each of the Games Workforce programmes and lists the IOC obligations for the Division.

This Manual provides a framework from which OCOG's can combine the knowledge and experiences chronicled within the Olympic Games Knowledge reports with the specifics of their own policies, strategies and local labour force to deliver the Games Workforce.

Position in OCOG Structure

The Games Workforce Function is responsible for the planning, delivery, retention and care of the paid staff, volunteers, and contractors necessary to stage the Olympic Games and the Paralympic Games. Games Workforce manages the people of the Games on behalf of and in coordination with the other OCOG Functions.

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 Workforce Function.

	Phase	Month	Responsibilities
1	Foundation	G-98 to G-66	• Study labour market and staff sources • Develop Human Resources programmes • Estimate workforce requirements • Establish projected compensation structure
2	Strategic Planning	G-65 to G-42	• Establish organisational structure • Set up HR services for OCOG staff • Establish baseline headcount requirements • Build strategic plans • Build budget requirements through Games
3	Operational Planning	G-41 to G-6	• Develop Games-time operations plans / policies • Build remaining OCOG staff • Refine headcount requirements • Launch outplacement programme • Begin selection of staff and volunteers • Partner with contractors on recruitment • Launch training programme • Support venuisation of organisation
4	Testing	G-24 to G-6	• Participate in Test Events • NB: GWF is one of the first operational functions
5	Operational Readiness	G-5 to G-1	• Must choose the responsibilities of the Test Events section above that relate to this section (Operational Readiness) and transfer them from the above box to this box. • Finalise headcount requirements • Finalise assignments
6	Games Operations	Games, Transition, & Paralympics	• Games-time management of workforce • Distribute uniforms / accreditation • Distribute schedules • Games-time management of workforce
7	Dissolution	G to G+12	• Recognition / Celebrations • Legacy • Out placement / Out processing of OCOG staff

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 Workforce Function. 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.

OCOG Organisation Charts

The OCOG must provide an organisation chart depicting the current Function and programme structure with every annual budget submission to the IOC and upon any organisational restructure.

Recruitment Plans

The OCOG must present to the IOC the recruitment plans for paid staff and volunteers 48 months out from the Games. This typically outlines methods such as how Recruitment will work with other Functions and organisations to source staff, develop selection tools, and make staffing assignments to recruit the required Paid staff and volunteers.

Fifteen months out from the Games the OCOG must provide to the IOC the detailed bulk recruitment strategy for the thousands of paid staff that will be recruited in the final months leading up to Games operations.

Visa / Immigration Policies

It will be necessary to arrange for the temporary entry, before, during and after the Games, of certain personnel in addition to those persons in possession of Olympic identity and accreditation cards into the Host Country. The OCOG shall ensure that all necessary steps are taken by the appropriate authorities to ensure that such personnel are able to obtain appropriate work permits, without any duties or taxes being payable, in an expedited and simplified manner.
The OCOG shall submit to the IOC Executive Board, for its prior written approval, the arrangements it has made to this effect with the appropriate authorities in the Host Country.

Labour Market Analysis

The OCOG shall conduct a labour market analysis of the estimated demand levels and skills required for the Games compared to the corresponding estimated supply within the market for paid, volunteer and contractor positions.
The OCOG must submit to the IOC the labour market analysis no later than 48 months from the Games.

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XI. Obligations Checklist, Continued

Industrial Relations	The OCOG must carry out an assessment of industrial relations issues that may place the successful delivery of the Games at risk. An Industrial relations strategy then must be developed focusing on mitigating the identified areas of risk.
Labour Laws	The OCOG must conduct an analysis of the labour laws/awards/conditions and the impact that the Olympic Games will have on these and what legislative changes, if any, need to be made. The OCOG shall ensure that all necessary steps are taken by the appropriate authorities to ensure that the required legislation is enacted and inform the IOC of their progress.
Transference of training materials to the IOC	The rights of all training materials that are developed and or used by the OCOG must remain the property of the OCOG. The OCOG must transfer all training materials and rights to the IOC at the completion of the Games.
Uniform Design	Final Uniform designs and branding must be submitted to the IOC and IPC for approval.

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
Paid Staff	A paid member of the OCOG staff, managed and scheduled by the OCOG.
SLOC	Salt Lake City Organising Committee for the 2002 Winter Olympic and Paralympic Games
SOCOG	Sydney Organising Committee for the 2000 Olympic and Paralympic Games
Staff Type	An indication of paid, volunteer, or contractor depending on the source of labour and the party which manages and schedules.
Synchronization	The timing of systems interfaces relative to data integrity.
Two-Way Interface	Information is communicated between two systems. Information can pass from either system to the other and may update either system.
Venuisation	The process of moving from a function-based organisation to a venue-based organisation.
Venue Specific Training	Venue specific training refers to training provided on any Olympic competition and non-competition venue. This usually covers details of the site and layout, the venue team, key roles and responsibilities, safety and emergency procedures and other general information about the venue.
Workflow	The step-by-step systems processes based on the accompanying business process.

Continued on next page

XII. Specific Glossary, Continued

Icons

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

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

Disclaimer

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

1.0 → Games Workforce Function

Executive Summary

Introduction

The Games Workforce Function is responsible for the planning, delivery, retention and care of the paid staff, volunteers, and contractors necessary to stage the Olympic Games and the Paralympic Games. Games Workforce manages the people of the Games on behalf of and in coordination with the other OCOG Functions.

The workforce represents a significant portion of the costs of staging the Games (in Sydney, workforce related expenses were 25% of SOCOG's total budget. In Salt Lake City, 20% of SLOC's budget went to workforce expenses.)

One of the primary ways the host city gets involved in the Games is by being part of the workforce either as a volunteer, temporary employee, or contractor.

Major Deliverables

- Establishment of Games Workforce Function
- Placement of key programmes within the division
- Delivery of the workforce

Key Interactions

All OCOG Functions

Content

This chapter covers following subjects

Subject
1.1. Scope of the Games Workforce
1.2. Structure of the Games Workforce Function
1.3. Establishing the divisional structure
1.4. Evolution phases of an OCOG
1.5. Evolution phases of the OCOG paid staff recruitment process
1.6. OCOG Paid Staff structure
1.7. Games Workforce Budget

1.1 Scope of the Games Workforce

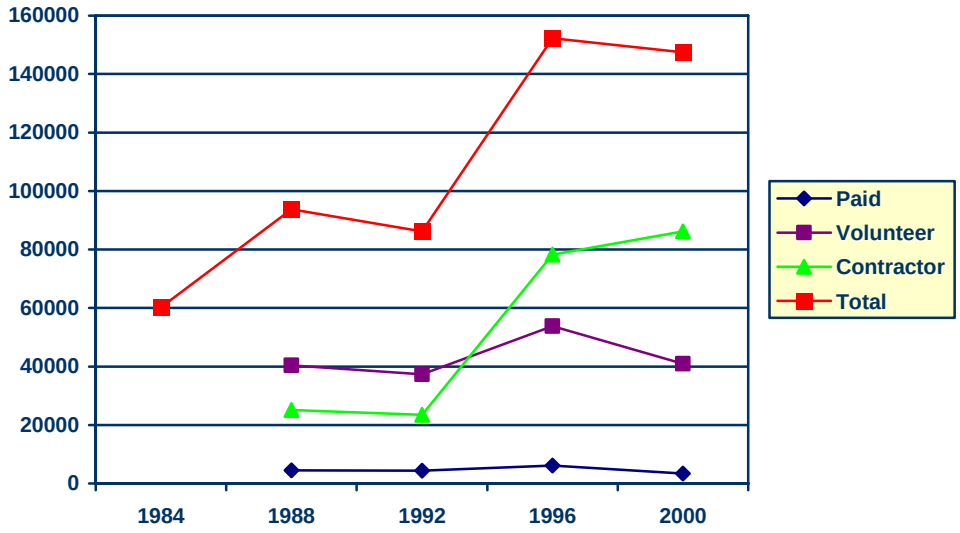
Introduction

This section describes the scope of the Games Workforce across recent editions of the Summer and Winter Olympic Games

Summer Games Workforce

The following table and graph depicts the total workforce across the main staff types for the previous five editions of the Summer Olympic Games

	1984	1988	1992	1996	2000
Paid		4509	4373	6083	3344
Volunteers		40429	37277	53842	40905
Contractors		25087	23474	78240	86246
Total	60197	93800	86240	152212	147405



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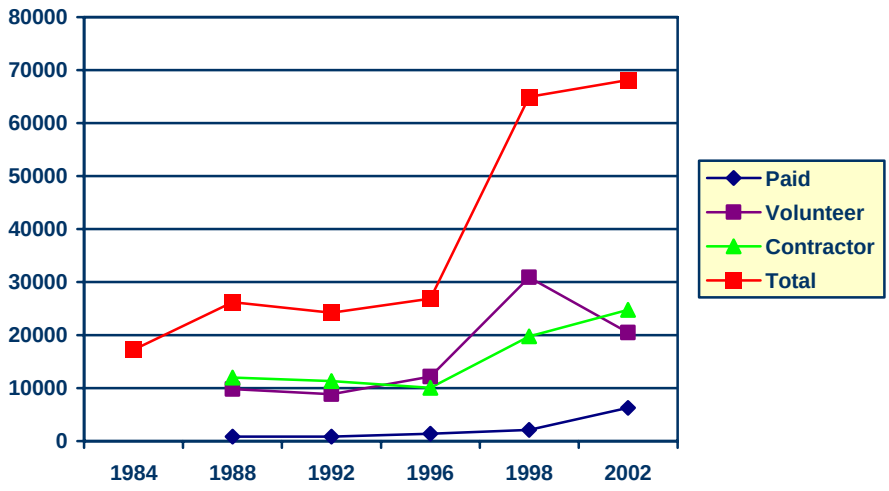
1.1 Scope of the Games Workforce, Continued

Winter Games Workforce

The following table and graph depicts the total workforce across the main staff types for the previous five editions of the Winter Olympic Games

	1984	1988	1992	1994	1998	2002
Paid		832	814	1361	2081	6243
Volunteers		9799	8834	12140	30890	20466
Contractors		11969	11307	10040	19767	24777
Total	17218	26189	24211	26875	64938	68118



1.2 Structure of the Games Workforce Function

Introduction

This section describes the structure of the Games Workforce Function

Presentation

The aim of the Games Workforce Function will be to employ people to fulfil tasks matching the operational phases of the OCOG,

Single Consolidated Games Workforce Function

The OCOG should have a single consolidated Games Workforce Function with responsibility for all areas of the workforce including Olympic and Paralympic Games.

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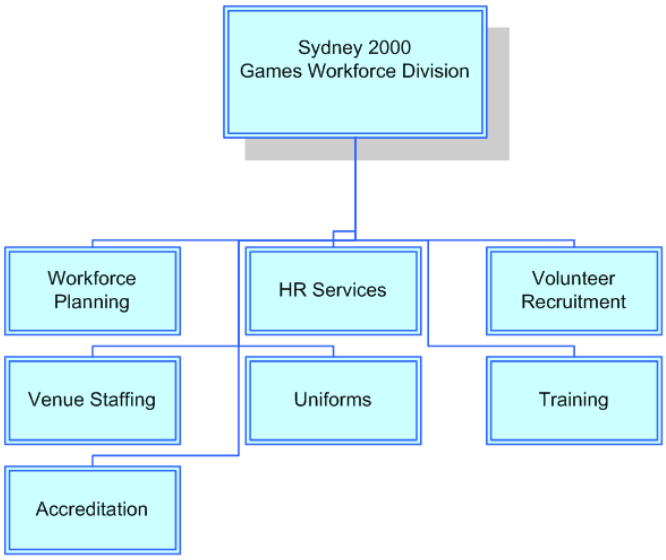
1.2 Structure of the Games Workforce Function, Continued

Approaches

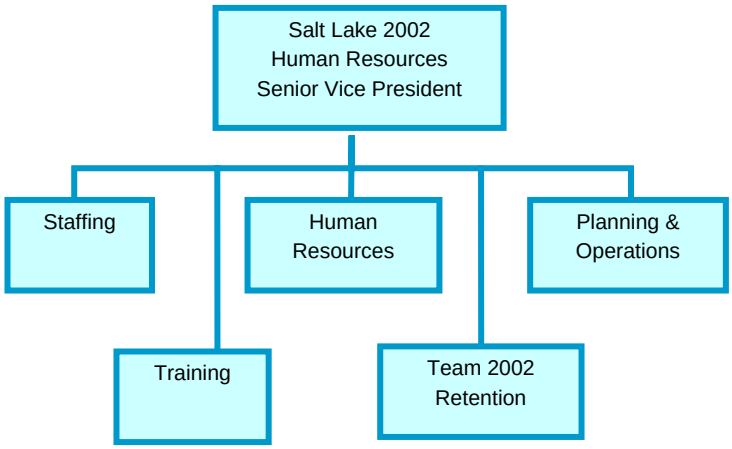
Sydney 2000

The following diagram demonstrates the programme structure for the Sydney 2000 Games Workforce Division.



Salt Lake 2002

The following diagram demonstrates the programme structure for the Salt Lake 2002 Games Workforce Function.



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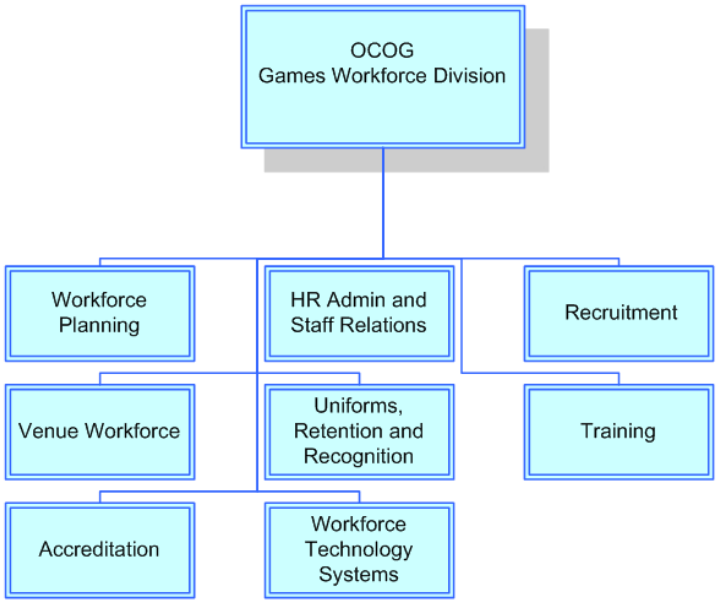
1.2 Structure of the Games Workforce Function, Continued

Indicative Games Workforce Structure

The following diagram demonstrates an indicative programme structure for the Games Workforce Function of an OCOG.



Importance of the divisional structure

Given this scenario, central planning, budgeting (in close collaboration with financial planning) and management of the workforce across all functions is critical to achieving consistency throughout the general structure of the OCOG, staffing levels, salary scales, job titles, job descriptions and hiring timelines.

Integrate Games workforce timelines

Timelines from recruitment, workforce planning, uniforms, venue staffing, accreditation, training and information technology should be co-ordinated and integrated to insure the processes of delivering the Games workforce are in sync.

Continued on next page

1.2 Structure of the Games Workforce Function,
Continued

Approaches

Sydney 2000

Approximately 148,000 people that consisted of paid, volunteer, contractor and performing staff delivered the Sydney 2000 Olympic and Paralympic Games. Since this represented roughly one quarter of the operational budget, it is vital to accomplish this task in the most cost-effective manner possible.

Salt Lake 2002

Over 68,000 workforce members delivered the Salt Lake 2002 Olympic and Paralympic Winter Games. SLOC determined early that the Workforce Function would manage all workforce types, building upon the success in Sydney. SLOC found it essential that the planning and implementation of staff, volunteer, and contractor programmes be coordinated within a single Function.

How to: Process

The following table depicts a process for establishing this divisional structure:

Phase	Description
1	During the early years of the OCOG, the Games Workforce Function is devoted to building the senior management team that could be employed prior to the previous Games.
2	The next phase is to plan and identify what is needed to deliver the Games and to move the organisation to a venue-based structure from a corporate structure.

1.3 Establishing the divisional structure

Introduction

This section recommends how to manage the Workforce Function structure.

Reference Documents and Monitoring

IOC Host City Contract and IOC Master Schedule

The IOC Host City Contract and the IOC Master Schedule dictates greatly the type of services to be provided and the timing of their delivery by the OCOG. These documents ensure that the commitments made in the bid process by the successful applicant city are adhered to.

Monitoring through IOC Coordination Commissions

IOC Coordination Commissions are used as a forum to monitor the progress of the OCOG's planning towards the delivery of these services against the IOC Master Schedule.

Process

Following table describes the process of establishing a Functional structure. Upon awarding of the Host City contract the successful candidate has six months to establish the OCOG.

Stage	Description
1	Previous OCOGs have adopted an organisational structure consisting of a Board who appoint a Chief Executive Officer, charged with the evolution of the organisation and the day to day running of it.
2	Executives have then been recruited to oversee divisions within the organisation structure of the OCOG.
3	Within each of the Functions are a series of programmes that are directly responsible for the planning and delivery of specific services to the Olympic Games and / or to the operations of the OCOG.
4	Depending upon the complexity of the task, some programmes are further broken down into sub-programs.

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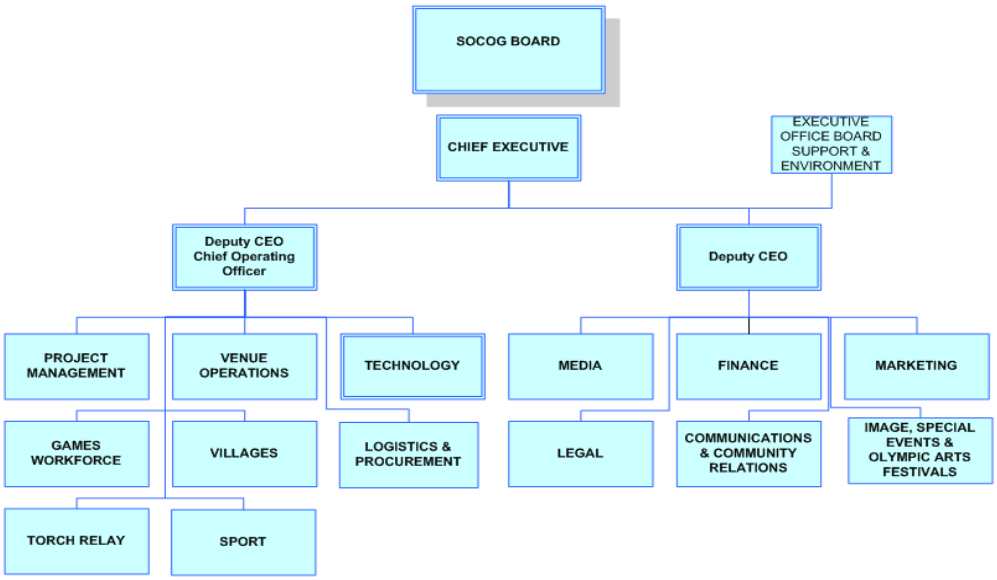
1.3 Establishing the divisional structure, Continued

Approaches

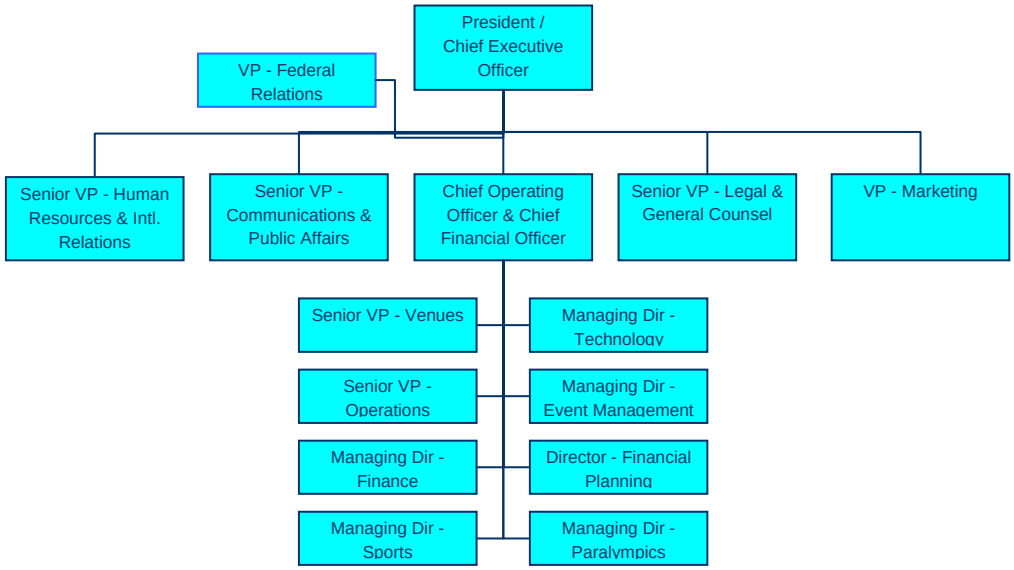
Sydney 2000

The following diagram demonstrates the Functional structure for Sydney 2000



Salt Lake 2002

The following diagram demonstrates the Functional structure for Salt Lake 2002



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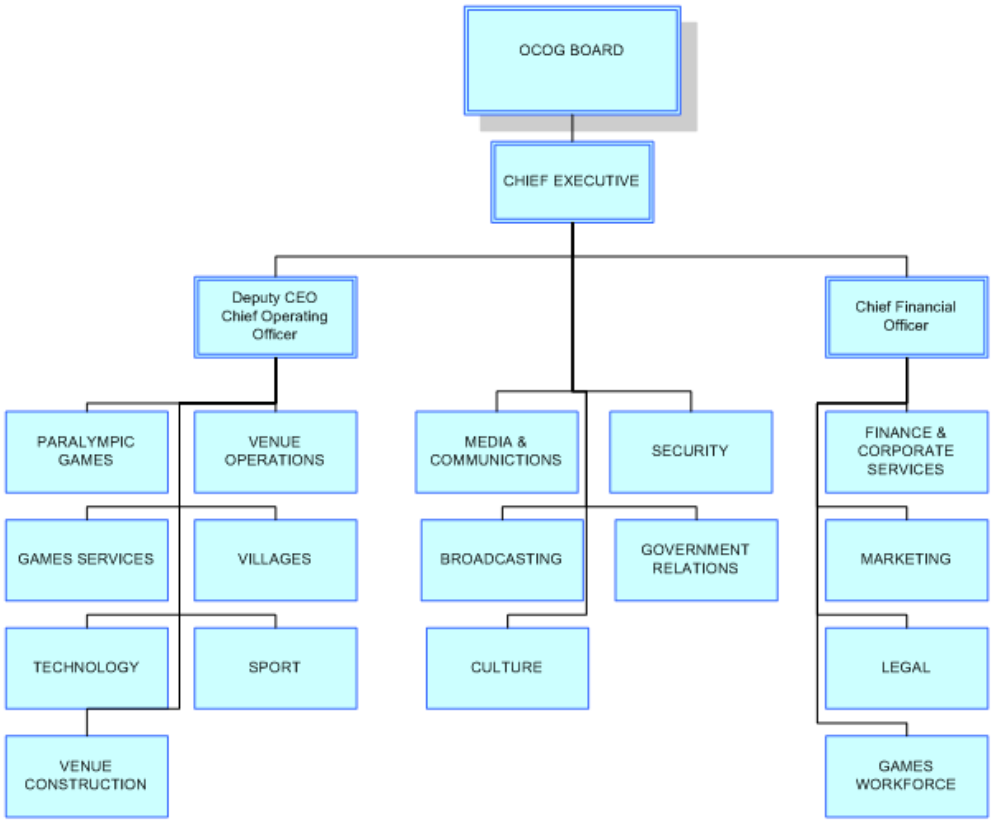
1.3 Establishing the divisional structure, Continued

Indicative Divisional Structure

The following diagram demonstrates an indicative Functional structure for an OCOG at both the Winter and Summer Olympic Games with the Chief Executive, Chief Operations Officer and Chief Financial Officer forming a three pillared executive from which the OCOG can evolve to deliver the needs and wants of the IOC Host City Contract and the IOC Master Schedule.



Early Operations

A number of Functions need to be prepared to become operational early in the planning process and OCOG structure. These Functions include Accommodation, Marketing, Finance, and Human Resources.

OCOG Organisation Charts

△

The OCOG must provide an Organisation chart depicting the current Functional and programme structure with every annual budget submission to the IOC and upon any organisational restructure.

1.4. Evolution phases of an OCOG

Introduction

Here is a table illustrating the distinct phases within the evolution of an Organising Committee and the approximate time frame and major activity that occurs during each phase within the organisation.

Phases of an OCOG

This tables shows the different phases of an Organising Committee:

Phase	Name	Description	Time
1	Foundation	• Bid Document • Host City Contract	G -98 to G -66
2	Functional Business Plan	• OCOG Master Schedule • Games Foundation Plan • Construction & Integration Strategy • Functional Business Plan • OCOG Budget • Hiring of Function managers/directors	G -65to G -42
3	Operational planning	• Functional Operating Concept • Model Competition Venue Operating Plan • Test Event Strategy • Functional Operations Plans • Venue Operating Plans	G -41 to G -6
4	Testing	• Test Event Venue Operating Plans • Test Events	G –24 to G - 6
	Operational Readiness	• Venue Operating Plans • Contingency Plans • Review Functional Operating Plans	G – 5 to G - 1
5	Game Operations	• Games Operations • Paralympic Games Transition	Games Transition & Paralympics
6	Dissolution	• Staff Transition • OCOG Wind Up	G to G +12

1.5 Evolution phases of the OCOG paid staff recruitment process

Introduction

This section describes the evolution of the OCOG paid staff recruitment process as linked to the evolution of the OCOG phases.

Presentation

Underlying the evolution of an Organising Committee is the recruitment process and the activities of the Games Workforce Function.

Specification

It is essential that the identification and recruitment of the type of staff and the volume required is specific to the activities and needs of the OCOG at the relevant phase and activity.

It is recommended that an OCOG remain as small as possible for as long as possible to enhance communication and planning.

Continued on next page

1.5 Evolution phases of the OCOG paid staff recruitment process, Continued

Evolution phases of the recruitment process

The following table and diagram overlays the Games workforce project with that of the OCOG's relevant evolutionary phase. It also provides a guide for the total recruited staffing volumes for an OCOG during these phases.

OCOG Phase	Time	OCOG Activity	Games WF Activity	Summer staff volumes	Winter staff volumes
Planning	G-60 to G-54	Establish structures Build executive team	Quantifying Recruiting	120	75
Planning	G-54 to G-42	Functional Business Plan	Quantifying Recruiting	200	125
Planning	G-42 to G-36	Functional Operating Concept	Quantifying Recruiting	300	200
Planning	G-36 to G-15	Operating plans	Identifying Recruiting	550	500
Operational Readiness and Test Events	G-13 to G-3	Testing Refinement of operational plans Contingency plans	Recruiting Scheduling Blending	1500	1100
Operations	G-3 to G-0	Games operations	Managing Sustaining	2500 + temporaries	1100 + temporaries
Dissolution	G+1 to G+12	Staff transition Wind up of OCOG	Dissolution	20	20

1.6 Staffing structure

Introduction This section describes how to establish a staffing structure for an OCOG.

Flat Structure Previous Games experience has shown that empowerment of the decision making process at the lowest levels of an Organisation prevents paralysis in the operations of the Olympic and Paralympic Games. This can be achieved through a flat organisation structure with a maximum of five levels.

Illustration The table below depicts a recommended five-level structure with example job titles for each level and the relevant OCOG phase where the title will be used.

Level	Title	Phase
Executive	Chief Executive Officer Chief Financial Officer Chief Operations Officer	Planning & Operations
Senior Management	General Manager	Planning & Operations
Program Management	Program Manager Venue Manager	Planning & Operations Operations
Sub-Program Management	Sub-Program Manager Competition Manager Venue Technology Manager Site Manager Venue Operations Manager FA Venue Team Manager	Planning & Operations Operations Operations Operations Operations Operations
Coordinator	Coordinator FA Venue Team Manager Crew	Planning & Operations Operations Operations

1.7 Games Workforce Budget

Introduction

This section describes the Games Workforce Function budget of an OCOG and outlines previous editions budgets and the control of this.

Create Centralised Staffing Budget

The Workforce Planning programme within the Games Workforce Function and Finance should create a centralised staffing budget across every programme that is linked with the Games Workforce. The staffing budget should link to the financial planning systems and the overall OCOG budget.

Justification

This will ensure that when paid staffing demand increase or decreases within Games Workforce Systems (GWS), the staffing budget accordingly reflects this and conversely should budget cuts necessitate reductions in the staffing budget, the headcount equivalent in the budget is reflected within GWS.

Approaches

Sydney 2000

- Budget not consolidated within Games Workforce each FA responsible for it
- Games Workforce only control through sign off of staffing request by FA
- No direct link between SIS and the financial planning software

The following table outlines the Sydney 2000 Games Workforce budget compared against total OCOG expenditure.

	G -7 Years to G -3 Years	G -2 Years	G -1 Years	G	TOTAL US $
Total SOCOG Expenditure	127,600,833	125,430,357	424,414,986	469,694,413	1,147,140,589
Total Staffing Expenditure	46,099,246	28,316,023	98,214,568	116,697,278	289,327,115
% of Total SOCOG Expenditure	36%	23%	23%	25%	25%

Continued on next page

1.7 Games Workforce Budget, Continued

Approaches (continued)

The following table outlines the Sydney 2000 Games Workforce budget by programme

	G -7 TO -3	G -2	G - 1	G	TOTAL US $
Workforce Management	582,232	246,893	2,283,081	812,482	3,924,687
Workforce Planning	197,479	245,044	286,826	104,215	833,564
Workforce Training & HR	356,439	493,467	2,468,831	1,005,462	4,324,199
Venue Staffing Services	441,801	204,962	393,948	438,904	1,479,615
Uniforms	110,573	149,157	2,824,869	3,967,308	7,051,906
Workforce Post Games Transition	1,858,154	2,546,842	-	1,864,124	6,269,120
Workforce Recruitment	3,269,218	1,180,665	3,088,855	2,798,871	10,337,610
TOTAL	6,815,896	5,067,030	11,346,409	10,991,366	34,220,701

Salt Lake 2002

- Budget consolidated within Games Workforce
- No direct link between SIS and the financial planning software

The following table outlines the Salt Lake 2002 Games Workforce budget compared against total OCOG expenditure.

	Total (USD)
Total SLOC Expenditures	$1,278,120,140
SLOC Labour Budget	$213,562,701
Labour as a % of Total Expenditures	17%

The following table outlines the Salt Lake 2002 Games Workforce budget by programme

Program	Core
Staffing	$6,907,207
Human Resources	$2,010,017
Planning & Operations	$23,374,157
Training	$1,967,245
Team 2002 Retention	$1,819,985
TOTAL	$36,078,611

2.0 →Workforce Planning

Executive Summary

Introduction

The proper planning of headcount requirements is essential to the success of the Games Workforce Function. Workforce planning provides significant input into other programmes of the Function, and manages the Games-time headcount.

Workforce planning represents the development and tracking of the paid staff, volunteers, and contractors required to stage the Olympic and Paralympic Games. Workforce planning defines workforce types, position titles, quantities, and tracks entitlements for the workforce.

Key milestones

Here is a table describing the key milestones for the workforce planning task:

Stage	Key Milestone	Date
1	Games Workforce Systems Workforce Planning Module in Production	G-36
2	Scheduling/Rostering Module in Production	G-18
3	Establishment of Total Headcount baseline for each staff type across all Functions	G-36
4	Model venue dot planning sessions	G-30
5	Venue Dot Planning Sessions	G-24
6	Production of Workforce Planning Report stipulating staffing demand and budgets across all positions and all Functions for approval by Senior Management Group	G-24
7	Revision of staffing Demand and Budgets across all positions for Test Events	G-18
8	Schedule plans for every venue to be completed by all Functions for approval by Venue Management	G-18
9	Organisational Charts to be completed for every Venue	G-15
10	Revision of staffing Demand across all positions following Cluster Test Events.	G-9
11	Production of Workforce Planning Report stipulating staffing demand and budgets across all positions and all Functions	G-6
12	Organisational Charts revised and completed for every Venue	G-6
13	Establishment of key critical Games Workforce milestones	G-6
14	Monitoring and reporting on attainment of Games Workforce milestones	Weekly

Continued on next page

Executive Summary, Continued

Major Deliverables

Here is a list of the major deliverables associated with Games Workforce Planning:

- Administration of workforce planning and scheduling modules of the Games Workforce Systems including:
  - Headcount planning/tracking
  - Scheduling/Rostering
  - Job description database
- Determination of job titles, job title convention and hierarchy
- Collation and review of job descriptions
- Determination of staffing policies for all staff types.
- Collation of programme staffing demand across all staff types and venues and multi-venue positions.
- Collation of organisational charts within each programme and venue.
- Facilitation of staffing reports to all programmes and senior management.
- Collation and monitoring of centralised staffing budget.
- Project management of all Games workforce deliverables.
- Coordination and integration of Games workforce timelines to deliver the Games workforce

Key Interactions

All OCOG programmes

Content

Here is a content table for this chapter (and the staffing demand process):

Content
2.1 Establishing Job Titles and Job Descriptions
2.2. Establishing Baseline Demand
2.3. Modelling Venue Dot Plan Exercise for both competition and non-competition venues
2.4. Establishing & Reviewing Demand Across All Positions
2.5. Games Workforce Timelines
2.6. Staff Rostering/Scheduling

2.1 Establishing Job Titles and Job Descriptions

Introduction

This section describes how to establish job titles and job descriptions.

Job titles

Job Title Creation

Job titles are developed by workforce planning with the respective programme to reflect the level of responsibility, operational function and accreditation entitlements for Olympic and Paralympic Games operations.

It is prudent for Workforce Planning and Accreditation to work together to establish a protocol for developing job titles. Job titles should generally be kept to a minimum wherever possible.

Position Creation

The attachment of a job title to a venue creates a position. Workforce planning then assigns demand to every position that is identified during the dot planning exercises. Therefore, in order for this process to occur job titles and job descriptions need to be developed by all programmes and entered within the Job Description Database (see also chapter on Games Workforce Systems.

Recommendation

Limit Length of Job Title

- It is recommended that wherever possible, titles such as Manager and Coordinator be shortened to Mgr and Coord respectively to assist in this process.
- The length of any job title should not exceed 30 characters. This is to ensure they can be printed onto the accreditation pass.

Example

An example of a job title fulfilling the above prerequisites would be Contractor Recruitment Mgr.

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2.1 Establishing Job Titles and Job Descriptions, Continued

Job descriptions

Develop job descriptions

All programmes could be required to develop detailed job descriptions for every approved job title. This is an essential tool for the planning and recruitment of all paid and volunteer staff outlining responsibilities and skills required to perform the role.

Development during the planning phase of the OCOG

For job descriptions developed during the planning phase of the OCOG, programmes could be encouraged to consider the transition of this position into an operational role either internally or externally to other programmes. This will effectively minimise the volume of staff that need to be redeployed from non operational Games time roles across to operational roles in other programmes and also give the recruited staff member a stated career path within the OCOG from their inception.

Examples

See Sydney 2000 and Salt Lake City 2002 Games Knowledge Reports on the Olympic Games Knowledge Extranet for examples of a Job Description

Continued on next page

2.1 Establishing Job Titles and Job Descriptions, Continued

Workforce Staff Types The following table defines each of the four main staff types of the Games Workforce:

Staff Type	Definition
Paid Staff • Regular employee (full or part-time) • Temporary employee • Consultant/Independent Contractor • Loaned Employee • Loaned Contracted Employee • Temporary Agency Employee	Identified as directly scheduled and managed by the OCOG and who receive monetary compensation by the OCOG (either via payroll or accounts payable or VIK arrangement) Staff employed in a full-time or part-time paid OCOG position. It also includes those who will be deployed directly to identify "paid" positions at Games time. It does not include: • Secondees or loaned staff from contracted service providers, Sponsors, Security Agencies, Public Administration Agencies, Traffic and Transport Authorities to OCOG. • Interns • Individual employment contracts with OCOG.
Volunteers • Intern • Volunteer	Identified as those directly scheduled and managed by the OCOG and do not receive compensation by the OCOG Staff fulfilling an unpaid position of the Games Workforce, which does not include Opening and Closing ceremony performers. There are two types of volunteers: • Specialist Volunteers – possess specific skills or qualifications that are pre-requisites for a position. • General Volunteers – have no specific skill or qualification and fulfil positions that do not have any pre-requisites. For further information on General and Specialist volunteers, see chapter 4. Recruitment.

Continued on next page

2.1 Establishing Job Titles and Job Descriptions, Continued

Workforce Staff Types (continued)

Staff Type	Definition
Participants • Performers • Other honorary positions	Individuals who may be directly scheduled and managed by the OCOG, who receive no monetary compensation for their services who fill a ceremonial/honorary role or do not meet the minimum shift requirement to be a volunteers
Contractors • Contractor staff	Identified as individuals who are not managed and scheduled the OCOG. Staff that are paid and supplied by contracted service providers or Sponsors to OCOG. It also includes: • Secondees or loaned staff from contracted service providers, Sponsors, Security Agencies, Public Administration Agencies, Traffic and Transport Authorities to OCOG. • Individual employment contracts with OCOG • Interns • Existing venue staff

Link to Other Chapters See chapter on Games Workforce Systems for further information on the Job Description Database and the GWS.

Continued on next page

2.1 Establishing Job Titles and Job Descriptions, Continued

Staffing Policies for All Staff Types

Workforce planning and analysis in consultation with all relevant programmes should be responsible for the drafting and circulation of all staffing policies for the Games workforce. The success of the management of the Games workforce will depend on the communication and enforcement of policies across each of the staff types on:

- Minimum and maximum number of rostered shifts
- Minimum and maximum length of each shift
- Meal entitlements
- Breaks per shift
- Training requirements
- Uniform entitlements
- Retention of workforce across each staff type
- Recognition of workforce across each staff type
- Days on/ days off per staff type
- Job types for each staff type
- Minimum age of workforce across each staff type
- Accommodation of workforce

2.2 Establishing Baseline Demand

Introduction This section describes how to establish a baseline demand for staffing.

Context The OCOG Master Schedule would generally recommend that an OCOG should establish their first budget 48 months out from the Games and for a yearly review of the budget be considered. An integral component to establishing this budget and consequent revisions is the staffing budget.

Presentation A baseline could be set up to keep an OCOG's total staffing demand to a level that cannot be exceeded as the organisation evolves and clarity is attained with the service levels and responsibilities of the programmes within the venue. This baseline could be used by each of the programmes to establish a staffing budget.

Review Previous Games Staffing Demand Actual staffing demand at the previous edition of the Olympic Games could be used as a guide for the establishment of this baseline, in conjunction with other data such as the number venues and expected spectator volumes.

Policy It is recommended that a policy be created on the procedure for any increase to the baseline and that a quarterly/yearly staffing review across each of the programmes correspond with the budget reviews of the OCOG.

Continued on next page

2.2 Establishing Baseline Demand, Continued

Example

A suggested budget review programme and the workforce activity that could be used to give clarity in the level of staffing demand that would be necessary for a revised staffing budget is found in the table below.

Month	Budget Edition	Games Workforce Activity
G -48	Budget I	Baseline demand established
G -36	Budget II	Job titles & descriptions established Model Venue Dot Planning process (see section 2.3)
G -24	Budget III	Venue Dot Planning process Staffing Demand Review
G -12	Budget IV	Test Event staffing volumes Staffing demand review
G -6		Rostering

Create Organisation Charts

Following on from the creation of job descriptions and the dot planning process, workforce planning will liaise with each of the programmes and the venue teams to create organisation charts.

2.3 Modelling Venue Dot Planning Exercise

Introduction

A major step towards operational readiness is the selection of a model venue to which a dot planning exercise is undertaken. That model is then applied to competition and non-competition venues.

Advantages of Dot Planning

Dot planning is an excellent tool for determining:

- Service levels across all programmes within the venue
- Staffing peaks across every position within the venue
- Duplications of services and roles between programmes
- Service gaps within the venue
- Preliminary space, furniture and fitting requirements
- Multi-venue positions
- Periods of venue operations.

Venue Schedule Plan

Workforce planning plays a key role in the dot planning process by providing a venue schedule plan template to each programme and by participating in all dot planning sessions requiring all programmes to justify their levels of staffing demands across every position within the model venue and a schedule plan.

At each dot planning session, programme managers should be required to present their schedule plan and describe their overall role within the venue and the job description of every position.

Dot Planning

In addition to this, the programme manager places a coloured dot representing every position and their location within the venue on the venue design blue print. This process allows calculating the highest number of staff ever required to work a shift in that position on any one day.

Obtain Staffing Demand

A schedule plan outlines the total number of staff required per position per shift per day of a venue's operations. The schedule plan in combination with the dot planning is used to obtain the final staffing demand per position within the model venue.

Determination of Multiple Positions

One important outcome of this exercise is the establishment of multi-venue positions. Multi-venue positions require one staff member to fulfil the same job at multiple venues at varying times.

Continued on next page

2.3 Modelling Venue Dot Planning Exercise, Continued

Integration of Results into GWS	Information collated on multi-venue positions should be communicated to volunteer and paid staff recruitment for assignment within the Games Workforce Systems.
Paralympic Considerations	It should be noted that a separate venue dot planning exercise should be repeated for Paralympic venues as the configuration and operations could vary.

2.4 Establishing & Reviewing Demands Across all Positions

Introduction

This section describes how to establish demand across all positions.

How to Calculate Demand

Workforce planning uses the schedule plans and dot planning demand data collated during the competition and non-competition venues dot planning exercise to calculate the demand for every position.

The demand can be calculated by taking into consideration such factors as:

- Number of shifts per day
- Total number of shifts across the event at the venue
- Days off /days on
- Minimum number of shifts
- Venue Training days, non-competition days and “lock down” days

Reviewing Demand Across all Positions

Review Staffing Regularly

As an OCOG evolves and service levels become clearer, staffing demand across many positions will change. To keep up with the evolution of the Organisation, regular staffing reviews will be undertaken by workforce planning with each of the programmes to scope more accurate actual demand across every position of the Games workforce.

Introduce Reviews into GWS

The results of these reviews should be reflected within the Games Workforce System and be circulated throughout the OCOG for planning and budgetary purposes at six-month intervals.

2.5 Games Workforce Timelines

Introduction

This section describes Workforce Planning's role in collating and managing centrally all Games Workforce timelines and milestones.

Project Management

It is essential that all Games Workforce deliverables are project managed and monitored centrally.
It is Workforce Planning's role to identify slippages in milestones and understand their effect on the other constituents in the delivery of the Games workforce.
If slippages occur, strategies should be implemented to mitigate the effects and place the delivery of the Games workforce back on schedule. Workforce planning is best suited to perform the project management role with their overall knowledge of the Games workforce.

Integrate Games WF Timelines

Integrate Games WF Timelines

Timelines from recruitment, workforce planning, uniforms, venue staffing, accreditation, training and information technology should be co-ordinated and integrated to insure the processes of delivering the Games workforce are in sync.

Role of Workforce Planning

Workforce planning, given their role of project managing the delivery of the Games Workforce, will coordinate the integration of the Games workforce timelines

2.6 Staff Rostering/Scheduling

Introduction This section describes the use and management of staff rostering/scheduling.

All Staff Receive a Roster Every member of the Games workforce will be required to receive a roster, which outlines the job title, location, dates and hours of the shifts to be worked by him or her.

Process Following table describes the staff rostering process:

Phase	Description and Comments
1	A module within GWS for paid staff, volunteers and contractors that are supervised by the OCOG could generate a roster.
2	It is generally the responsibility of each programme to compile and distribute the rosters to every member of their team in a timely manner. A timeframe between 1 to 3 months prior to the commencement of their shift is advisable, especially for volunteers, so that any requests for changes to rosters received after distribution can be managed effectively and implemented.
3	The drafting of rosters by each of the programmes is the point where staffing demand and budgets can be finalised. It is here that shortfalls and excess in positions are most evident and policies could be established to react to these occurrences in advance.
4	Real-time adjustments at venues

3.0 → HR Administration & Staff Relations

Executive Summary

Introduction

The focus of this chapter is on the Human Resources and Administration programmes to be put in place by the Workforce Function. The Human Resources activities are generally focused on the OCOG paid staff, loaned employees, dedicated contractor/consultants, interns and office volunteers from their first day on the job until they leave the OCOG at the end of the Games.

Initially this programme provides a broad range of typical human resources services to the Organising Committee including training, recruitment, employee relations and communications, human resources policies, payroll and remuneration and benefits.

As the OCOG evolves, the responsibilities of training and recruitment are relinquished as specific programmes are established.

Major Milestones

The major milestones for HR administration and staff relations are as follows;

Key Milestone	Date (G minus)
Establishment of OCOG internal human resources/payroll function and installation of associated systems.	60
Establishment of OCOG salary structure, pay practices, and benefits plans.	54
Produce employee policies and procedures.	54
Establish retention plan	48
Establish staff communications plan.	48
Establish Visa/Immigration policies	48
Establish exit interview and probation review process	48
Produce Code of Conduct for employees	46
Appoint company to run Employee Assistance programme	40
Commence probity checking paid staff	36
Administer second Workforce Employee Survey.	28
Develop job transition programme components	24

Continued on next page

Executive Summary, Continued

Major Milestones (continued)

Key Milestone	Date (G minus)
Develop employment close-out procedures	24
Establish recognition programme for Games Time venues	12
Exit process final employees & dissolve organisation	Varies (G+6 through G+12

Major Deliverables

Human Resources typically will provide the following services for the OCOG staff:

- New-hire orientation
- Remuneration/Compensation
- Benefits administration
- Performance evaluation
- Staff relations
- Relocation
- Outplacement/OCOG dissolution as it relates to staff
- Workforce related legal compliance
- Visa/immigration support for OCOG staff

Key Interactions

- All OCOG Functions
- Government ministry/department of labour
- Immigration and Naturalisation Office: Visas
- Other employers: outplacement programme

Content

This section covers following subjects

Subject
3.1. Remuneration
3.2. Staff Relations and Communications
3.3. Workforce Outplacement/Dissolution
3.4. Visa/Immigration Administration

3.1 → Remuneration

Overview

Introduction

This section describes the essential pay, benefits, and other entitlement issues surrounding the OCOG staff.

Executive Summary

In the area of remuneration, Human Resources are concerned with balancing labour related costs with the ability to attract and keep staff. This is especially critical in an OCOG environment where budgets are tight, jobs are short term and recruitment and retention of key employees is crucial. In general, the OCOG will offer a competitive base salary programme, health and other types of benefits, and other types of entitlements to attract and retain its staff. The OCOG will also utilie performance management tools to ensure equity in its pay practices and for rewarding superior performance.

Key Milestones

The following table describes Key Milestones in the area of Remuneration

Key Milestone	Date
Establishment of OCOG internal human resources/payroll function and installation of associated systems.	G -60
Establishment of OCOG salary structure, pay practices, and benefits plans.	G-54
Annual organisational performance/salary review administered by Workforce Function.	G-48

Continued on next page

Overview, Continued

Major Deliverables

The major deliverables in the area of remuneration and benefits are:

- The provision of payroll services to OCOG employees and the maintenance of accurate and complete payroll records, leave registers and remuneration records in order to meet both internal and external reporting requirements.
- Ensuring both that employee remuneration levels within the OCOG are consistent with those in the external labour market and that remuneration practice reflects the policy of the organisation.
- Management of annual organisational employee performance reviews.
- Ensuring that the OCOG meets its statutory obligations regarding Taxation and Employee benefits and contributions
- Maintenance of accurate employee records and production of personnel reports.

Key Interactions

All OCOG Functions

Contents

This section contains the following topics.

Topic
3.1.1. Remuneration and benefits presented
3.1.2. Performance management
3.1.3. Pay Scale

3.1.1 Remuneration and Benefits Presented

Introduction

This section describes the major deliverables in the area of remuneration and benefits.

Context

Wages and salaries are the biggest single item of discretionary expenditure in the OCOG budget, and thus need careful management and independent scrutiny.

Presentation

The remuneration and benefits programme can be responsible for:

- setting salary ranges on all jobs and approving all salary offers to new hires and all salary reviews;
- recommending annual performance-related salary review amounts;
- developing simple packaging options of benefit to employees and
- most importantly, managing the balance between compensating staff fairly (thus avoiding attrition) and keeping the OCOG's salary and wages bill to a minimum.

Management and Reporting of Information

The provision of payroll services to OCOG employees and the maintenance of accurate and complete payroll records, leave registers and remuneration records in order to meet both internal and external reporting requirements.

Management of Personal Data

Maintenance of accurate employee records and production of personnel reports.

Remuneration Level Reflecting Labour Market

Ensuring both that employee remuneration levels within the OCOG are consistent with those in the external labour market and that remuneration practice reflects the policy of the organisation.

Legal Constraint

Ensuring that the OCOG meets its statutory obligations regarding Taxation and Employee benefits and contributions

3.1.2 Performance Management

Introduction

It is recommended that an OCOG establish a performance management programme for its staff. This section focuses on suggested methods of performance management through regular performance reviews.

Presentation

Employee Performance Reviews are the process of:

- identifying,
- evaluating and
- developing

Employee work performance so that the OCOG's goals and objectives are achieved while also benefiting employees through recognition and performance feedback.

It is recommended that a "pay for performance" philosophy be adopted by the OCOG to reward significant contributions of employees through pay increases.

Why Manage Performance?

Managing performance is central to effectively managing human resources.

Employee Expectations

All staff should expect regular and constructive feedback regarding their performance.

For individual staff members, performance management helps in:

- Communicating job requirements and providing feedback on performance;
- Identifying training and development needs to increase effectiveness in the job;
- Determining rewards (salary increase/promotions) placing staff in jobs that make best use of skills and experience.

Managers' Responsibility

All managers have a responsibility to provide constructive feedback to staff on their performance. Managers should hold a meeting at the beginning of the yearly performance cycle with each employee to gain consensus and commitment to goals and tasks/actions for the year.

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3.1.2 Performance Management, Continued

Yearly Planning

It is recommended that an OCOG initiate an annual performance planning and review process for setting and reviewing staff against agreed accountabilities and objectives. As an OCOG operates in a project-based environment, it is recommended that goal setting/development be:

- Specific – identify distinct actions that must be done.
- Measurable – Define quantity, quality, timeliness and cost.
- Time Bound – State when the tasks should be started and stopped.
- Challenging – Within reason but provide challenge.

Yearly Review

Managers should gather input from the employee, employee peers and other informed individuals in a position to evaluate the quality of the individual's performance. A review session with the employee should then be conducted to discuss the employee's performance and set goals for the following review period.

Advantages of Performance Management for Individual Staff Members

For individual staff members, performance management helps in:

- Communicating job requirements and providing feedback on performance;
- Identifying training and development needs to increase effectiveness in the job;
- Determining rewards (salary increase/promotions) placing staff in jobs that make best use of skills and experience.

3.1.3 Pay Scale

Introduction

This section describes how to establish a consistent pay scale for the previously described staffing structure (see section 1.6.)

Need for a Consistent Pay Scale

Following on from the recommended five level organisation structure is the need for a consistent pay scale for each of these levels that need to be implemented and monitored from the OCOG's inception.

Indicative Pay Scale Table

An indicative pay scale for an OCOG is depicted in the table below.

Level	Job Title	Pay Scale	SOCOG Pay	SLOC Average Annual Pay
Executive	Chief Executive Officer Chief Financial Officer Chief Operations Officer	1	$300,000 - $200,000 USD	$300,000 - $200,000 USD
Senior Management	General Manager	2	$200,000 USD	$200,000 USD
Programme Management	Programme Manager	3	$65,000 - $125,000 USD	$100,000 - $125,000 USD
Sub-Programme Management	Sub-Program Manager Competition Manager Venue Technology Manager Site Manager Venue Operations Manager FA Venue Team Manager	4	$35,000 - $65,000 USD	$50,000 - $75,000 USD
Coordinator	Coordinator FA Venue Team Manager	5	$25,000 - $35,000 USD	$35,000 - $50,000 USD

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3.1.3 Pay Scale, Continued

Retention Strategy

Consideration needs to be given to any retention plans and the effects this may have on salary scales and the overall staffing budget. Further information on staff retention strategies can be found in chapter on HR Administration and Staff relations

3.2. → Staff Relations and Communications

Overview

Introduction

The following section describes the staff relations and communications sub-program of the HR Administration and Staff Relations programme of the Workforce Function.

This sub-program could cover a broad range including development of HR policies, procedures and processes, workplace relations (including mediation and counselling), performance management, employee communication and recognition, retention strategies, organisational change management and general care and welfare of all OCOG staff, including volunteers, during planning and Games operations.

Key Milestones

The following table depicts the Key Milestones for the Staff Relations and Communications sub-program:

Key Milestone	Date (G minus)
Produce employee policies and procedures.	54
Establish retention plan	48
Establish Staff Communication Plan	48
Establish Staff Communication meetings	48
Establish weekly newsletter.	46
Produce Code of Conduct for employees	46
Establish exit interview and probation review process	42
Administer Workforce Employee Survey	40
Appoint company to run Employee Assistance programme	40
Commence probity checking paid staff	36
Administer second Workforce Employee Survey.	28
Produce Code of Conduct for Volunteers	24
Produce first Volunteer memento magazine.	18
Establish recognition programme for Games Time venues	12

Continued on next page

Overview, Continued

Key Milestones (continued)

Key Milestone	Date (G minus)
Produce second Volunteer memento magazine.	12
Produce Games Time certificate for Volunteers and paid.	8
Commence communication of dissolution process to paid staff	6
Confirm distribution of Games Time certificate for Volunteers and paid.	6
Produce third (final) Volunteer memento magazine	6

Major Deliverables

The major deliverables of staff relations and communications are:

- Manage and deliver the formal workforce communication and recognition programme within the OCOG.
- Develop and implement an effective retention plan for OCOG staff, including an end of Games payment (post-Games transition plan) and career transition/outplacement programme.
- Provide support to OCOG staff and managers to deal effectively with workplace issues.
- Provide staff with access to confidential, professional counselling.
- Ensure OCOG's compliance with all relevant employment legislation and regulations.
- Develop and implement effective and human resources policies for use in planning and Operational phases of the OCOG's evolution.
- Develop and implement a comprehensive Games-wide staff and volunteer recognition and retention programme across both the Olympic and Paralympic Games

Key Interactions All OCOG Functions

Contents This section contains the following topics.

Topic
3.2.1 Workforce Retention
3.2.2 Workforce Communication programmes

3.2.1 Workforce Retention

Introduction

This section describes the need for retention within an OCOG and possible strategies by which an OCOG can maintain/increase retention of its staff.

Presentation

One of the greatest risks to the success of the OCOG is staff attrition. During the years leading up to Games, attrition can occur due to:

- Stress from budget pressures/timelines
- Concern over post-OCOG employment
- Burnout
- Moving the OCOG through the venuisation process.

SLOC and other OCOGs experienced greater attrition approximately 1-½ years from Games because of the factors listed above.

During Games, attrition can occur due to many reasons, such as :

- boredom,
- lack of appreciation,
- poor management and
- poaching (hiring of staff away from the OCOG by competing contractors).

Principle

Strategies need to be implemented across the contractor labour force as well to ensure that attrition within particular industries are minimised and the poaching of volunteer and contractor labour is averted.

Turn-over

On average, paid staff terminating each month is as follows:

- G-4 = 3 per month
- G-3 = 5 per month
- G-2 = 7 per month
- G-1 = 8 per month

Retention Programmes

Staff attrition is a major issue that needs to be addressed by an OCOG from its inception and an effective retention programme is a great tool to aid in reducing the risks of attrition.

Continued on next page

3.2.1 Workforce Retention, Continued

Pre-Games Retention Programmes

Some retention strategies that can be implemented by an OCOG to generate a strong sense of goodwill among employees include:

- Development of a financially-based retention programme whereby staff receive a "bonus" if they stay through to the Games;
- Outplacement assistance
- Proper salary administration (reward extraordinary performance)
- Provision of benefits to staff such as discount on sponsor product/personal use of excess VIK;
- Staff activities (team building);
- Access to purchase Games-time tickets and memorabilia
- Pre-tax purchase of selected items; and
- Bulk discount purchase opportunities (movie tickets, privilege cards).

The retention of in-house volunteers prior to Games should also be looked after by the Workforce Function. Both in SOCOG and SLOC formal retention/recognition programmes were built for the in-house volunteers, containing elements such as periodic awards for contributing time, picnics/other activities, and highlighting of volunteer contributions through newsletters and media.

Games-time Retention Programmes

Games-time retention programmes should be built with the following goals in mind:

- Reward and provide completion incentives
- Minimise no show & attrition
- Maximise # of shifts worked
- Ensure assignment completion
- Ensure consistent, fair treatment

Continued on next page

3.2.1 Workforce Retention, Continued

Games-time Retention Programmes (continued)

In previous Games, the Games-time retention programme has built rewards such as:

- Exclusive staff/volunteer memorabilia (bumper stickers, license plate holders) to allow individuals to show pride in their Olympic association
- Pins
- Games-time uniform
- Tickets to Opening Ceremonies dress rehearsal
- Medals Plaza Tickets (where applicable)
- Post-Games celebrations
- Random prize drawings
- Increasing keepsake items for additional shifts worked (such as 6, 12, 18, 24, 30 shift gifts)
- Final grand prizes
- Assignment completion package (such as watch, participation medal, certificate)
- Wall of honour at Olympic Legacy Park (in Calgary 1988 and Salt Lake 2002)
- On venue appreciation cards/bulletin boards

Most importantly, in developing its retention programme, an OCOG should study the motivations of its staff and volunteer workforce and adjust the rewards to match the motivations. Recognition should also be applied consistently across the Olympic and Paralympic Games.

Communication in Retention

A significant part of retention is good communication. An OCOG should develop a comprehensive, ongoing communication plan (detailed further in 3.1.3) that provides regular communication with staff and volunteers.

3.2.2 Workforce Communication Programmes

Introduction

Workforce Communication and Recognition programmes that could be employed by an OCOG are as follows:

- Weekly (OCOG staff Pre-Games), Quarterly (Volunteers Pre-Games), and Daily (All workforce Games-Time) Newsletters
- Monthly all OCOG meetings for staff
- On-line community
- Lunchtime seminars
- Employee Assistance Programme
- Workforce Mediation
- Opinion surveys

Call Centre

Weekly Newsletter

A weekly news brief that provides operational, social, cultural and inspirational information with a motivational twist. Its strengths are the blend of information and its currency. It is recommended that a weekly newsletter/brief be introduced to the OCOG staff at least 3 years prior to Games.

Quarterly Newsletter

Intended to keep the volunteer candidate base up-to-date on the volunteer process, highlight contributions of in-house volunteers, review training tips, Olympic and Paralympic news, and communicate other important information.

Daily Newsletter

On the venue, a daily newsletter during Games-time is one of the best ways to keep the workforce up-to-date on schedule changes, happenings around the venue, recognize achievements of workforce members, and provide a glimpse of what is happening Games-wide. The daily newsletter is typically provided by the Games Workforce Function.

Monthly Communication Meetings

This could take the form of a monthly meeting to which all staff is invited. The meeting could run for one and quarter hours and include a focus on different Functions/special individuals within the OCOG. The CEO should present an update of the OCOG. It is recommended that these meetings be both fun and informal to enhance a teambuilding environment.

Continued on next page

3.2.2 Workforce Communication Programmes, Continued

Online Community	An online community is a great way to allow staff and volunteers to communicate with each other, receive quick information and updates from the OCOG, and reduce the amount of labour required within the Games Workforce Function to communicate with the workforce. More information is available in Chapter 10 (Games Workforce Systems).
Lunchtime Seminars	A programme could be instigated to give staff the opportunity to learn about a particular sport and how it will be run at the Olympic and Paralympic Games. There could also be ad hoc opportunities for outside speakers to present.
Employee Assistance programme	An off-site, professional, free and confidential counselling service could be provided to employees for help in managing workplace and family problems.
Workplace Mediation	Employee relations and communications staff should provide assistance to employees and managers to work through work related problems e.g. communication breakdowns, poor performance issues. Employee relations and communications staff should also provide assistance with grievances and harassment resolution. Where necessary, employee relations and communications ensures legal compliance and procedural fairness in cases of termination or dismissal, thereby managing the potential risk in such situations
Workforce Opinion Survey	Workforce opinion surveys are a good tool for an OCOG to help determine hot spots within the organisation. The results of the survey could be used as to improve issues like communication and information sharing, management style and cooperation between different programmes.
Call Centre	It is essential that the Games Workforce Function staff a call centre commensurate with the launch of the volunteer programme. Numerous inquiries will need to be responded to by the call centre, as well as the contacts required to move volunteers and staff through the selection process (scheduling interviews, gathering availability and preferences, etc.)

3.3 → Staff Outplacement & Dissolution

Overview

Introduction

This section describes the necessary programmes related to staff outplacement and dissolution.

Executive Summary

Due to the short-term nature of an OCOG and its ultimate dissolution after the Games, the Workforce Function needs to put into place outplacement programmes to prepare staff members for post-OCOG employment. The Workforce Function also needs to develop plans to exit process thousands of staff members in a very short period of time.

Key Milestones

The following table describes Key Milestones in the area staff outplacement and dissolution:

Key Milestone	Date G – (Months)
Develop retention programme elements regarding job completion pay/bonus	36
Develop job transition programme components	24
Identify participants	18
Begin conducting seminars/sessions	12
Develop employment close-out procedures	24
Develop exit communications	12
Establish job transition centre	12
Begin out processing staff	G
Shut down job transition programme	G+3
Exit process final employees & dissolve organisation	Varies (G+6 through G+12)

Continued on next page

Overview, Continued

Major Deliverables

The major deliverables in the area of staff outplacement and dissolution include:

- Establishing a job transition programme to aid employees in finding post-OCOG employment
- Simple exit procedures to accommodate large numbers of staff leaving shortly after the Games
- Ensure legal compliance with regards to pay and benefits continuation after termination
- Provide enough value to employees in the area of outplacement to ensure their continued focus on their assignments leading up to Games

Key Interactions

All OCOG Functions and job transition programme participants

Contents

This section contains the following topics.

Topic
3.3.1. Job Transition programme
3.3.2. Exit Processing

3.3.1 Job Transition Programme

Introduction

This section describes the programmes an OCOG could put in place to aid employees in the transition to post-OCOG employment.

Presentation

A job transition programme could maintain several elements:

- Survey of workforce to seek information on what they would like to do post-Games
- Workshops to assist employees in the areas of resume writing, negotiating, networking, etc.
- Communication to area employers regarding employees who desire to work for them
- Media campaign near Games-time highlighting the talent available from OCOG
- Use of job search consultants to do "leg-work" of finding next employment situation without having employees take too much time away from their Games-time assignments
- Job transition web site

Career Workshops

Through a sponsor or other situation, the OCOG could provide workshops to employees beginning 18 months prior to Games to aid them in their job search. Workshops provided in previous OCOGs have included resume-writing skills, networking, interviewing skills, negotiation skills, and alternatives to regular employment such as starting a small business or becoming a consultant. These courses are best completed prior to 3 months out from Games, as employees will likely be too busy to attend or gain value from them any closer to Games.

Communication outside OCOG

The OCOG could take on efforts to publicise the soon-to-be available workforce by contacting area employers, building a database of employee resumes, and conducting a media campaign. The CEO could also make presentations to organisations interested in significant numbers of staff.

Career Web Site

In both SOCOG and SLOC, a web site was made available to employees to search for jobs, create and track contacts, and post resumes. This effort could be helpful to the Workforce Function in providing organisation to its outplacement efforts.

Continued on next page

3.3.1 Job Transition Programme, Continued

Set Goals & Communicate Successes

It is recommended that goals be set to place employees in post-OCOG employment situations prior to Games. SOCOG set and met a goal of 10% of its participating employees having another job by the time the Games began. SLOC had a much more aggressive goal of placing 90% of its participating employees by games-time. SLOC failed in its goal, but it was able to place approximately 1/3 of its employees in new jobs by Games-time.

It might be helpful to communicate stories of successful placements to the organisation in order to encourage them to remain focused on their Games-time assignments.

3.3.2 Exit Processing

Introduction

This section details the exit process for thousands of OCOG staff after the Games.

Presentation

The OCOG will experience rapid exiting of its staff after the Games. In order to prepare for a smooth transition to the next employment situation, the Games Workforce Function needs to plan for the activities necessary to terminate a very large workforce in a very short period of time, and to make sure it meets any legal obligations in dissolving the organisation.

Legal Compliance

Depending on the regulatory environment of the host country, an OCOG may need to take several steps to ensure legal compliance in the area of shutting down benefits plans and pay programmes and terminating employees. The Games Workforce Function should research special requirements of its host country and make plans to accommodate those requirements in its exit process.

Date	# of Employees
Games	6,000
G+1 (Para)	1,800
G+2	483
G+3	269
G+4	175
G+5	102
G+6	78
G+7	51
G+8	36
G+9	5
G+10	3
G+11	0
G+12	0

SLOC Exit Processing Example

Prior to Games, SLOC had developed a very aggressive end date programme leaving just a few employees at the OCOG 3 months after the Games. This aggressiveness was due to the budget shortfalls projected 2-3 years prior to Games. As the financial situation improved, SLOC extended end dates for many individuals and slowed down the rate of dissolution. The following is SLOC's actual experience in exit processing its paid staff:

Continued on next page

3.3.2 Exit Processing, Continued

Key Events Process table:

Stage	Name	Description
1	Calculation of post-Games transition plan payments	The post-Games transition plan payments are calculated for eligible terminating employees and included in their final termination payment.
2	Certificates of service	Certificates of service are provided to all terminating employees outlining their tenure with OCOG.
3	Calculation & payment of final termination payments	The final termination payments for employees will be calculated. This payment factors in salary for time worked in the final pay period, accrued annual leave, post-Games transition plan payments (for eligible employees) and other standard deductions or payments associated with employee remuneration.
4	Completion of employment pack	Preparation of the generic completion of employment pack including information on: final payment calculation, question and answer sheet, career centre, post-Games party and other generic information.
5	Exit Interview	Retrieval of assets, pick up of final pay checks
6	HR/Payroll Systems Entry	Entry of all termination data, disposition of personnel files

3.4 → Visa/Immigration Administration

Overview

Introduction

This section describes the necessary programmes related to Visa and immigration administration.

Presentation

It is generally an OCOG policy to hire qualified individuals currently eligible to work its host country for all positions. However, when a candidate with some special skills and requisites cannot be found in the host country, the OCOG will need to secure Visas for foreign nationals in order to acquire the expertise needs to fill those key positions.

The OCOG will also need to consider the needs of Olympic Partners, Sponsors, Broadcasters and Contractors to secure Visas for foreign nationals whose expertise is required for their respective workforce.

This section does not address pre-Games visitors to the host country, such as athletes, coaches, officials, etc., wishing to train or participate in sporting events prior to the Games. These individuals would be responsible for obtaining the appropriate Visas through normal channels.

Entry Formalities for Certain Personnel △

It will be necessary to arrange for the temporary entry, before, during and after the Games, of certain personnel in addition to those persons in possession of Olympic identity and accreditation cards into the Host Country. The OCOG shall ensure that all necessary steps are taken by the appropriate authorities to ensure that such personnel are able to obtain appropriate work permits, without any duties or taxes being payable, in an expedited and simplified manner.
The OCOG shall submit to the IOC Executive Board, for its prior written approval, the arrangements it has made to this effect with the appropriate authorities in the Host Country.

Continued on next page

Overview, Continued

Key Milestones

The following table describes Key Milestones in the area of Visa/immigration administration:

Key Milestone	Date
Establish Visa/Immigration policies and procedures and submit to IOC	G-48
Develop relationships with government agency responsible for Visas	G-48
Process Visa Requests	Ongoing
Notify Employees of Visa Expiration Dates	Ongoing

Major Deliverables

The major deliverables in the area of Visa/immigration administration:

- Create policies and procedures for Functions, Olympic Partners, Sponsors, Broadcasters and Contractors requesting to hire foreign nationals
- Develop good relationships with government agencies in order to ensure proper processing of Visa requests
- Process Visa requests promptly
- Ensure legal compliance

Key Interactions

All OCOG Functions and job transition programme participants

4.0 → Workforce Recruitment

Overview

Introduction

This chapter is focused on the different functions of Workforce Recruitment as part of the Workforce Function. Recruitment activities involve not only the OCOG paid regular and temporary staff and volunteers, but also the contractors.

Executive Summary

Successful recruitment means developing the right number of qualified workforce members at the right time. An OCOG workforce is made up of several types of staff, and recruitment strategies should be developed by the Workforce Function to ensure that the most talented staff, volunteers, and contractors available are put in place to stage the Games.

Key Milestones

Following table depicts the Key Milestones for Workforce Recruitment

Key Milestone	Date (Games -)
Develop Executive Recruitment plans & budgets	- 60
Study host country culture and motivations of volunteers	- 48
Determine whether to involve recruitment agency for staffing services	-48
Develop Divisional Paid Recruitment Plans & budgets	-48
Conduct labour market analysis	-48
Volunteer recruitment strategy	-48
Contracting Organisation Recruitment and Retention Strategy	-36
Provide assessment of industrial relations issues and risk mitigation strategy.	-36
Review impact Olympics has on labour laws and define necessary changes.	-36
Launch of volunteer recruitment process	-24
Development of Industrial relations strategies	-24
Finalize paid staff bulk recruitment strategy	-15

Continued on next page

Overview, Continued

Major Deliverables

- Recruitment and selection of the staff and volunteers necessary to stage the Games
- Industrial relations strategy
- Necessary changes to labour laws
- Coordination with contractor organisations to develop recruitment strategies and protect OCOG staff and volunteers from “poaching”

Recruitment Plans △

The OCOG is obliged to present to the IOC the recruitment plans for paid staff and volunteers 48 months out from the Games. This typically outlines methods such as how Recruitment will work with other Functions and organisations to source staff, develop selection tools, and make staffing assignments to recruit the required Paid staff and volunteers.

Fifteen months out from the Games the OCOG is also obliged to provide to the IOC the detailed bulk recruitment strategy for the thousands of paid staff that will be recruited in the final months leading up to Games operations.

Continued on next page

Overview, Continued

Key interactions All OCOG Functions who require staff

Content This chapter covers following subjects:

Subject
4.1 Paid Staff Recruitment
4.2 Volunteer Recruitment
4.3 Contractor Recruitment
4.4 Workforce Sourcing Analysis

4.1 → Paid Staff Recruitment

Overview

Introduction

This section summarises the major steps of paid staff recruitment

Executive Summary

The paid Staff Recruitment sub programme is responsible for the development and implementation of strategies to recruit the required Paid staff for the Games Workforce according to the relevant phase of the OCOG.

One of the key tasks of Recruitment is the establishment of recruitment plans and budgets for each division.

Key Milestones

The following table describes the milestones in the IOC Master Schedule related to paid staff recruitment:

Key Milestone	Date (Games -)
Develop Executive Recruitment plans & budgets	G -60
Determine whether to involve recruitment agency for staffing services	G -48
Develop Divisional Paid Recruitment Plans & budgets	G -48
Finalise bulk recruitment strategy	G -15

Major Deliverables

- Development of recruitment strategies for paid staff members
- Development of selection tools and processes to aid Functions in selection

Key Interactions

This task is to be undertaken with assistance from

- Finance,
- Workforce Planning;
  and the relevant
- Programme Manager,
- General Manager.

Continued on next page

Overview, Continued

Content This section covers the following subjects:

Subject
4.1.1. Guidelines to Establish Recruitment Plan
4.1.2 In-House or External Recruitment Agency Strategy
4.1.3 Loaned Staff /Secondee Programme

4.1.1 Guidelines to Establish Recruitment Plan

Introduction This section provides series of guidelines on how to establish a working recruitment plan.

Presentation An OCOG should hire thousands of paid staff members to stage the Games. Typically separated into two recruitment strategies (one for regular full-time staff and one for temporary Games-time employees), the staffing programme will work with other Functions to source staff, develop selection tools, and make staffing assignments.

Continued on next page

4.1.1 Guidelines to Establish Recruitment Plan, Continued

How to Establish Recruitment Plan

In establishing a recruitment plan the following guidelines could be applied:

Step	Who recruits	What to recruit	When	Comments
1	Games Workforce and Executive Team member	General managers	Within G -60	One coordinator per Executive and General manager, who are recruited immediately upon their commencement
2	Games Workforce and General Managers	Programme Managers	Within G -54	This enables the programme managers' time to prepare for their attendance at the preceding Olympic and Paralympic Games.
		Programme Managers with previous Games experience recruitment	Within G -36	For those programme Managers only.
3	Games Workforce and programme Managers	Coordinators	G -36	One Coordinator per programme Manager
4	Workforce and Head of Sport	Competition Managers	G -48	This just prior to previous Olympic and Paralympic Games. Competition Managers may be part-time employees until G -24.
5	Venue Operations	Venue Managers / Operations Managers	G -24 - -18	Up to five Venue Managers will be required for planning prior to G -24 Bulk needed prior to Test events and before venuisation commences
6	Games Workforce and programme Managers	Operational roles	G -18 – G	Emphasis should be placed on delaying the recruitment of coordinator operational roles to as late as possible. Bulk recruitment strategy needed

Continued on next page

4.1.1 Guidelines to Establish Recruitment Plan, Continued

Additional recommendations

- All recruitment should consider the phase of the OCOG
- Operational staff should not be recruited during the planning phase of the OCOG.
- Always recruit managers before recruiting subordinates.
- As a general guideline, it is best to keep the organisation as small as possible for as long as possible.
- Another note—bid employees may not make the transition to the OCOG successfully. Replacement staff members may need to be recruited throughout the planning process.

Relocation

As an OCOG builds its paid staff, plans need to be developed to relocate those with expert skills from other locations to the host city. For example, SLOC relocated over 400 paid staff members from 1997 to 2001.

4.1.2 In-House or External Recruitment Agency Strategy

Introduction

This section describes why and how to work with external recruitment agencies

Concept

The OCOG needs to assess quite early in its operations whether the processing of paid staff recruitment would be best accommodated internally within the OCOG or contracted out to an external recruitment agency.

The Workforce Function should be very careful in its decision regarding involvement of an external staffing agency. In several previous OCOG experiences, staffing agencies have ultimately been less than optimal in the areas of cost, ability to deliver the expected workforce numbers, and cooperation with other Workforce Function business processes. The greatest value a staffing sponsor/supplier can provide to an OCOG is likely through the offset of wages/labour costs, rather than through recruitment/selection assistance.

If an external recruitment agency is used, greater difficulty in delivering the Games Workforce systems will also result due to the additional interfaces required.

Finally, the decision to utilise an external agency should also depend on the OCOG organisational structure and the influence of the host city/country government.

Adaptation to Quick Changes in Staffing Strategies

Adaptation to quick changes in staffing strategies

Should a policy of appointing a recruitment agency be adopted it is important that it is able to adapt quickly to changes in staffing strategies. Care should be given in writing any agreement with an external agency to allow for flexibility in staffing requirements without negatively impacting costs.

Justification

While best projections are given as to timing and numbers of staff to be hired at the time of appointing a staffing services supporter, numerous situations may develop where flexibility of the agency is required (e.g. staffing freezes, increased numbers of temporary staff required and decreased numbers of permanent staff).

Strong Relationship Between OCOG and Agency

The strong relationship between the paid recruitment team at the OCOG and the recruitment agency team working on the project is, therefore, crucial. The use of the agency team as an extension of the paid recruitment team and the good working relationship between the two groups may help to create an efficient, streamlined operation.

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4.1.2 In-House or External Recruitment Agency Strategy, Continued

OCOG Experiences

Salt Lake 2002

External recruitment agencies often state that they provide recruitment expertise and greater ability to source staff than an OCOG. In SLOC's experience, however, the staffing programme was inundated with resumes of talented people wishing to become part of the Olympic movement. Also, in certain fields, there are a limited number of experts available, and SLOC staff were the ones most likely to network/contact with those individuals as well as any agency could.

Sydney 2000

Sydney 2000 determined that an external recruitment agency would be the most cost effective and efficient method to handle the vast volumes of applications it would receive and to perform initial candidate screening and interviewing. It was envisaged that the recruitment agency would be an extension of the Sydney 2000 paid recruitment team and that the two groups would create a streamlined operation. In reality this was not always the case, never the less all paid positions were recruited successfully and in a timely manner using this approach.

4.1.3 Loaned Staff /Secondee Programme

Introduction

This section describes the advantages of loaned/seconded staff to an OCOG.

Concept

A loaned staff/secondee programme provides the opportunity for organisations to contribute to the staging of the Olympic Games and the Paralympic Games by supplying staff to the Organising Committees. It can also provide cost savings to the OCOG through the offset of wages.

Experience Gain

Under this programme OCOGs can provide the unique opportunity to work in a dynamic, project driven, event organisation whilst the loan organisation continues to employ the staff member through the duration of the involvement and receives the benefit of the employees experience after their participation in the programme.

Length of Participation

Positions that may be considered for the loaned staff/secondee programme could include both short term (1-6 months) and longer term (up to 12 months) positions. The length of participation given is indicative only -- actual time frames would be determined in consultation with the loan organisation.

Quality of Candidates

Candidates selected for inclusion in this programme need to be high achievers in their field, are able to demonstrate enthusiasm and commitment to the staging of the Games and have received the support of their organisation. The loan organisation would continue to pay the employee during the duration of their time in the loaned staff/secondee programme.

Cost-saving Benefits to OCOG

The loaned staff/secondee programme could provide cost-saving benefits for the OCOG that include:

- Offering a means to capture and employ highly skilled people in the last 12 months before the Games which is during a time period when the OCOG may have difficulty encouraging people to leave their current job to work for the OCOG for a short period of time; and
- Providing the loan organisation with an accelerated learning opportunity for their staff and exposing the individual to one of the most potentially challenging and rewarding projects they are likely to encounter.

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4.1.3 Loaned Staff /Secondee Programme, Continued

Linking to Paid Staff Recruitment

OCOG could also identify the positions that need to be filled by people from this type of programme and set programme target numbers accordingly. The paid recruitment team could then help recruit staff for these positions.

Diminished Costs for Host City

The loan organisation would continue to pay the employee during the duration of their time in the Olympic management and development programme.

Internships

Advantages of Student internships

University students could be a valuable staffing resource prior to and during the Games.

Establish links with universities

It may be useful to establish strong relationships with universities both inside the host country and abroad in order to recruit students.

How to: internship programmes

Development of an internship programme a few years prior to the Games could help ensure there is an ample supply of students to fill paid positions at the Games.

4.2 → Volunteer recruitment

Overview

Introduction

This section focuses on the volunteer recruitment programmes required to recruit and select the volunteers needed to stage the Games.

Executive Summary

Volunteer recruitment is responsible for the recruitment and selection of the required number of committed and capable volunteers to effectively support the delivery of the Olympic Games and related events such as pre-Games test events and other sports and community events.

Volunteers are critical to the success of the Games and have a tremendous impact in the creation of positive experiences and memories for all participants and spectators at the Olympic Games.

Key Milestones

This table shows the key milestones linked to the volunteer recruitment process for the Olympic and Paralympic Games:

Key Milestone	Date (Games -)
Finalise volunteer recruitment strategy	G-48
Launch to specialist organisations	G -36
Public launch and call for expressions of interest	G -24
Venue numbers scoped	G -20
General interviews begin	G -18
Applications available	G -14
20% offers out	G -09
50% offers out	G -08
80% interviews complete	G -07
75% offers out	G -06
50% acceptances received	G -06
100% interviews complete	G -05
100% offers out	G -02
100% acceptances received	G -01

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Overview, Continued

Major Deliverables

Here are the main deliverables for volunteer recruitment:

Step	Description
1	*Quantify* the volunteer demand and types of skills required
2	*Recruit* sufficient number of committed and appropriately skilled volunteers to meet the needs of the OCOG programmes during the evolution of the OCOG and the staging of the Games
3	*Facilitate* interview and selection process of volunteers
4	*Assign* volunteers to positions
5	*Provide* general information to volunteers

Content

This section covers the following subjects

Subject
4.2.1. Guidelines on quantifying volunteer number and types
4.2.2. Guidelines on volunteers interview selection process
4.2.3. Guidelines for establishing a volunteers call centre
4.2.4. Use of Volunteers for Pre-Games Activities
4.2.5. General and specialist volunteer recruitment

4.2.1 Guidelines on Quantifying Volunteer Number and Type

Introduction

Workforce planning – in consultation with each of the programme areas – could, at least three years out from the Games, determine the volunteer numbers. Volunteer recruitment would then liaise with each of the programmes to determine whether they require specialist or general volunteers.

For more information, please see Chapter 2.0 (Workforce Planning).

How to Plan Volunteers Recruitment

Here is a guideline on how to determine type of volunteers:

Step	Action	How to
1	Determine number for Olympic and Paralympic Games	**Who** Workforce planning - in consultation with each of the programme areas. **When** At least three years out from the Games
2	Determine type	Liaise with each of the programmes to determine whether they require specialist or general volunteers.

Review of the Process

Presentation

With the principles of multi skilling and moveable teams applied, this process should be constantly reviewed as venue teams and venue overlay are more accurately defined.

How to review the process

- Build strong links to established volunteer associations for generalist volunteer recruitment.
- Identify the roles by staff type early e.g. venue cleaning by contractors.
- Attrition assumptions through the selection process.

4.2.2 Guidelines on Volunteers Interview Selection Process

Introduction

This section describes the selection process relative to the volunteer recruitment.

General Recruitment Process

The following table shows a recommendation for the complete volunteers' selection process.

Phase	Description
Expressing of a choice	Typically, volunteers are given the opportunity to express preferences
Interview and selection process	Interviews are conducted to determine the suitability of candidates for a position and to provide an opportunity for volunteers to obtain more information about the roles they are applying for.
Assignment	Within the Games Workforce System, volunteers are assigned to their first choice of position and venue wherever possible. Due to over subscription, some specialist volunteers will not receive their preferred job and will be offered a general role and many general volunteers will receive second or third choices or another venue (see section 4.2.4.) Assignment decisions may also be based first on candidate's availability, then proximity to venue, and then stated preferences. Background checks may also be conducted prior to offer letters.
Letters of offers	Once the assignment process is completed and volunteers are successfully background security checked, letters of offer are produced and sent to successful volunteers.
Acceptance	Volunteers are asked to complete the acceptance form and return it within usually two weeks. This step could also be completed online.

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4.2.2 Guidelines on Volunteers Interview Selection Process, Continued

SYDNEY 2000 Example

Of the 65,000 applicants that were interviewed by Sydney 2000, less than 1% was deemed to be unacceptable to fulfil a volunteer role. This statistic needs to be considered when formulating a policy on whether one on one interviews are required for general volunteer roles and the benefits attained when weighed up against the resources involved and the costs.

Salt Lake 2002 Example

Of the 68,000 applications received by Salt Lake 2002, almost 43,000 people were interviewed in 15-minute one-on-one sessions. Salt Lake 2002 considered an interview to be an important step in assessing the candidate's commitment to volunteering and ensuring the candidate exhibited preferred volunteer behaviours.

Because SLOC had an abundance of candidates, it was able to be more selective and found real value in the interview process. It also found the interview sessions to be a good opportunity to collect volunteer photos and background check waivers.

Manage Over-subscriptions (attrition)

The attrition that Sydney 2000 experienced for general volunteer applicants from interview to acceptance of the volunteer position could be greatly attributed to the over subscription to positions and the subsequent assignment of jobs or venues that differed from the choices they had made on their application form and been interviewed for and the lack of understanding of the new roles they had been assigned.

Salt Lake 2002 structured its application and interview process very differently than Sydney's and therefore built in attrition at each step of the selection process.

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4.2.2 Guidelines on Volunteers Interview Selection Process, Continued

How to: Forums

Concept

Given the issues stated above the use of volunteer recruitment information forums could be considered as a more cost effective method of job suitability and minimisation of registered volunteer attrition.

Process

Here large groups of general volunteer applicants could attend these forums to obtain information about:

- the OCOG's expectations of the volunteers,
- the chances of over subscription of positions and
- the effect that may have on their choices and the general volunteer roles that are available and what the jobs entail.

Could any volunteer then wish to withdraw their application they can do so at the completion of the forum.

Need for OCOG Policy

Should the OCOG decide on a policy that required the interviewing volunteers a standardised process for all interviews could be designed to ensure fairness and completeness of the process for each applicant.

Interview Selection Process

All applicants interviewed can be scored on categories such as communication skills, commitment, reliability and teamwork. Higher scores can be prioritised, however, if an OCOG has a shortage of volunteer candidates and must accept nearly everyone, it is important to have a good spread of scores across venues. Pre-Games volunteers and previous Olympians could be given higher priority in recognition of their service.

Further information on general and specialist volunteers interviewing is later in this chapter.

4.2.3 Guidelines on Establishing Volunteers Call Centre

Introduction

This section describes the Volunteer Call Centre.

Presentation

The call centre plays a vital part in volunteers being able to communicate with the OCOG on the following matters:

- Requesting application forms;
- Updating contact details and inquiring on the status of their applications;
- Scheduling interviews;
- Scheduling training; and
- Answering general volunteer questions.

It is recommended that a call centre be established commensurate with the launching of the volunteer application process.

Why establish a volunteer call centre?

The use of a centralised call centre to provide information to volunteers would be helpful to an OCOG. Call operators are regularly briefed on matters of interest to volunteers and this would enable the call centre to handle the many thousands of varied enquiries from volunteers.

4.2.4 Use of Volunteers for Pre-Games Activities

Introduction

This section describes the concept and advantages of utilising volunteers for Pre-Games activities.

Presentation

OCOG's can benefit from the use of volunteers prior to Games to assist in the OCOG offices, perform hosting duties, and participate in test events.

A pool of volunteers can be established from which different Functions can call upon for projects and hosting duties. For test events, it is a good idea to utilise volunteers from the Games-time candidate pool in order to provide them with valuable experience as well as to test their commitment to volunteering.

Why initiate a Pre-Games volunteers programme?

During the planning phase of the OCOG, a considerable amount of time is required by each programme to properly prepare for the Games. Volunteers can assist in many ways, thus saving the OCOG a considerable amount of money in labour costs.

Sydney 2000 Example

SOCOG recruited 500 volunteers 44 months prior to the Sydney 2000 Games. These volunteers became known as "pioneer volunteers" and contributed in excess of 160,000 hours of time to the organisation.

Salt Lake 2002 Example

SLOC launched a Pre-Games volunteer programme and attracted over 11,000 applicants approximately 3 years prior to the Games. Over the next two Winter seasons, SLOC was able to use 8,000 of these candidates for positions in test events and for other activities such as interviewing volunteer applicants, operating the call centre, and performing hosting duties at Coordination Commission and other international meetings. Those volunteers working in the offices prior to the Games were dubbed the "Trailblazers" and a special retention programme was set up to recognize their contributions.

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4.2.4 Use of Volunteers for Pre-Games Activities,
Continued

Recruitment Process

Pre-Games volunteers can be recruited from the small team of volunteers utilised during the OCOG's bid or by invitation and through expressions of interest received from individuals who were broadly representative of the host country's society by age, gender, cultural diversity, skills, availability and experience.

If an OCOG is interested in studying its overall potential response to the volunteer programme, it could make a general call for volunteers for Pre-Games activities approximately three years prior to Games.

How to

Here is a procedure guideline on how to work with Pre-Games volunteers:

Step	What to do	Comment
1	Give Pre-Games volunteers a compulsory orientation course.	A compulsory orientation course should be provided for all Pre-Games volunteers to give them an overview of : the OCOG, each of the programmes within the OCOG, the roles that they can fulfil.
2	Let Pre-Games volunteer select their preferred OCOG programme and role.	Roles that can be fulfilled by a Pre-Games volunteer include: hosting delegates, office work, public lectures and presentations, interpreting, leading tour groups, administration and assistance in the running of external sporting events.
3	Bind Pre-Games volunteers by commitment agreement.	This agreement confirms the basis of acceptance of volunteer's role within the organisation and outlines confidentiality and copyright requirements.

4.2.5 General and Specialist Volunteer Recruitment

Introduction

This section describes the particularities of general and specialist volunteer recruitment.

Concepts

General volunteers

Generalist volunteer positions typically do not require any special skills (such as those in hosting positions, ushers, ticket takers, etc.)

Specialist/Targeted volunteers

Specialist volunteer positions typically require special skills that need to be recruited (such as medical skills, language skills, sport-specific skills, etc.)

General Volunteer Recruitment

How to gain the volunteer audience

- A public launch is held approximately two years prior to the Games to request expressions of interest in general volunteer roles.
- Dovetailing with the media launch there could be a series of public information sessions held in major cities across the host country.
- A steady campaign of public messages should continue and be tailored regularly to coincide with the current staffing requirements.

How to collect applications

Initially, the Internet could be used or a sponsoring media organisation could be employed to collect applications. Later in the process, a volunteer information call centre should be organised. The Call Centre is described in section 4.2.3.

How to manage the applications

- All volunteers could be asked to nominate their availability for the Olympic and Paralympic Games and list three choices of desired jobs and three choices of desired venues on their applications.
- Consideration needs to be given to the handling of written applications that are received and the input of this into the Games Workforce Systems.
- The automated collection of candidate information through internet applications should be strongly encouraged.

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4.2.5 General and Specialist Volunteer Recruitment, Continued

Specialist Volunteer Recruitment

Where to find specialist volunteers

Specialist volunteers are sourced from sporting clubs and associations, tertiary institutions, security organisations and medical services groups.

How to recruit specialist volunteers

Programmes deal directly with these organisations presenting the opportunities to their members.

Targeted recruitment strategies

Liaise with industry associations, colleges and universities to develop targeted strategies for the recruitment of specialist volunteers.

General Volunteers Interview Conduction

One-to-one interviews

Most general volunteer interviews could be conducted on a one-on-one basis. Another approach could be the use of volunteers to conduct these interviews, which was used with great success by SLOC.

Need for management support

Because of the vast resources needed, teams of trained senior human resource management university students could conduct the interviews.

Justification

Not only could this arrangement be time- and cost-effective, the students would also be fulfilling the practical component of their course.

Specialist Volunteer Interview Conduction

Programmes could interview their specialist volunteers in a one-on-one interview format. The number of times a specialist volunteer is interviewed for a specific role is up to the individual programme to determine. However, no candidate could have more than two interviews for a given position.

In addition to second interviews, skills assessments (such as ski performance testing, language testing, etc.) may be required in certain areas to ascertain the candidate's ability to perform in the position.

Working with Established Volunteer Associations

The use of established volunteer organisations as a source for volunteers can simplify the recruitment process and minimise the risk of failure to meet demand. However, it is recommended that these organisations encourage their members to apply to the OCOG as individuals in order to match the business processes and systems built by the Games Workforce Function

4.3 → Contractor Recruitment

Overview

Introduction

This section describes the steps an OCOG could take to coordinate with contractor organisations in the area of recruitment.

Executive summary

Contractors represent a significant portion of the total Games workforce, and most of the contractor staff is sourced from the same labour pool available to the OCOG. It is essential, therefore, that the OCOG work with the contractor organisations in order to coordinate on recruitment strategies and avoid escalation of wages and "poaching" of volunteers.

Key Milestones

This table shows the relevant key milestones to contractor recruitment :

Key Milestone	Date (Games – months)
Conduct contractor labour market analysis	48
Industrial relations risk assessment and mitigation strategy.	36
Review impact Olympics has on labour laws and define necessary changes.	36
Contracting Organisation Recruitment and Retention Strategy	36
Implementation of contractor recruitment strategies	24
Monitoring and reporting on contractor recruitment	Weekly
Analysis and risk assessment of the Industrial relations landscape for the Olympic and Paralympic Games	30
Development of Industrial relations strategies	24
Implementation of Industrial relations strategies	24
Monitoring and reporting on Industrial relations matters	Weekly

Continued on next page

Overview, Continued

Major Deliverables

Here is a list of the major deliverables:

- Contractor market analysis of skilled labour force supply.
- Contractor recruitment and retention strategy.
- Stability in industrial relations and labour market costs.

Key Interactions

Major users of contract staff (such as Food Services, Transportation, Village, Retail, etc.)

Content

This section covers the following subjects:

Subject
4.3.1. Guidelines on identifying contractors
4.3.2. Guidelines on working with contracting organisations
4.3.3. Guidelines on working with the Olympic Labour Network
4.3.4. Additional guidelines on contractor recruitment

4.3.1 Guidelines on Identifying Contractors

Presentation

The vast majority of the Games workforce consists of contractors (in Sydney 2000 over 70% of the total workforce members were contractors). Therefore, the recruitment of contractors is seen as one of the keys to success of the Games.

Early Identification of Contractors

Presentation

Early identification of under supply is essential so that strategies can be developed and implemented to supplement the shortfalls. Also, it may be necessary to secure accommodation for those that need to be relocated to the host city.

Risk

Shortages in supply need to be identified early and programmes developed and implemented quickly to overcome any market shortfall. Failure to identify shortages will place the delivery of the Games Workforce at risk.

How to Identify Contractors

This procedure table shows how to identify the contractors:

Step	Objective
Conduct a market analysis	• Identify the categories of the skilled labour force that will be required for the Olympic and Paralympic Games • Identify which of these will be in short supply.
Conduct labour market analysis of supply	• Identify shortages within each of the staff categories.

4.3.2 Guidelines on Working with Contracting Organisations

Introduction This section provides guidelines for working with the major contracting organisations

How to Work with Contracting Organisations This procedure provides guidelines for working with the major contracting organisations:

Who	Action	Objective
Contractor recruitment	Liaise with contracting organisations and their responsible OCOG programme	Determine staffing demand and recruitment strategies.
Employer groups, unions, tertiary institutions	Provide accelerated learning programmes and recruitment initiatives	Increase number of skilled employees within identified skilled deficient industries
Employer groups, unions, contracting organisations	Enterprise bargains / salary rates determined	Stabilise labour market and contractor wages to prevent labour poaching
Employer groups, unions, contracting organisations	Industrial agreements	Stabilise industrial environment and prevent industrial unrest that could impact delivery of the Games
Successful tendering contracting organisation	Submit a workforce recruitment and retention strategy to contractor recruitment for review.	Obtain contracting organisation recruitment strategy
Contractor recruitment	Monitor contractor recruitment across all of the major contracting organisations.	Ensure compliance to milestones within their respected recruitment strategies.
Contractor recruitment	If slippages are identified: Intervene to develop strategies, make suggestions of labour resources to re-address the slippages. Initiate contingencies	Ensure recruitment targets are met by contracting organisations and services are delivered

4.3.3 Guidelines on using Olympic Labour Network

Introduction

This section describes the usage of an Olympic Labour Network (OLN).

Presentation

Concept

The OLN concept is a conglomerate of staffing recruitment agencies.

Use

One strategy that could be investigated and developed to assist in contractor recruitment of a large casual workforce is the formation of an Olympic Labour Network (OLN).

Recommendations

Usage of the OLN in contractor recruitment

The OLN could be used to:

- coordinate the supply of a labour pool of temporary staff,
- maximise the utilisation of all available labour during the Olympic and Paralympic Games.

Usage for sponsors and contracting agencies

Sponsors and contracting agencies could be encouraged to source their temporary staffing needs through this resource

Multiple contractors

Staff deployed through the OLN should have the flexibility of working for multiple contractors during the Games and can be accredited with the ability to gain access to the staff check-in of every venue.

4.3.4 Additional Guidelines on Contractor Recruitment

Introduction

This section describes additional guidelines on contractor recruitment

Early Signing of Service Agreements

An essential element to the success of contractor recruitment is the early signing of service agreements and contracts. The late signing of contracts places the Contractors ability to successfully recruit staff at risk. This is due to the labour market supply of skilled workers depleting closer to the Games.

Industrial Relations △

Following on from the market analysis of skilled labour supply, the OCOG muste carry out an assessment of industrial relations issues that may place the successful delivery of the Games at risk. An Industrial relations strategy then must be developed focusing on mitigating the identified areas of risk.

Bidding Wars

Strategies may need to be developed and introduced to reduce the risk of competing contracting organisations engaging in bidding wars for staff which could escalate labour prices and create shortages in supply of lesser paying jobs. An industrial relations agreement for industries that require a large Games workforce could be developed to counter this practice.

It may be appropriate to bring contractor organisations together for periodic meetings in the area of wages and hiring. This will hopefully bring about greater cooperation between the major contractor groups.

Controlling Contractor Numbers at Games-time

For the OCOG it will be important to establish a well functioning mechanism to control numbers of accredited contractors and sponsors' staff at Games time. To this end, the OCOGs should ask for and review the contractors' and sponsors' detailed operational plans, especially with regards to staffing. Relevant data should be approved by the OCOG and, where appropriate, by the Coordination Commission. The OCOG should develop contractual provisions to ensure such controls.

4.4 → Workforce Sourcing Analysis

Overview

Introduction

This section describes the necessary step of studying the available sources of the workforce in the host city and surrounding areas to meet the total workforce requirements to stage the Games.

Presentation

It is essential that an OCOG understand the complexity of recruiting thousands and thousands of short-term employees, volunteers, and contractors from its available labour market.

Potential labour sources that should be studied include:

- Military resources
- University populations
- Government employees
- Local businesses
- Community and civic organisations

Prior to building the staff and volunteer recruitment plans, the impact of the Games Workforce requirements on the labour market should be studied and tested to ensure the greatest success possible.

For the volunteer programme, the OCOG should understand the motivations/culture of its labour market and determine how to reinforce those motivations through its volunteer programme.

Key Milestones

The following table describes Key Milestones in the area of workforce sourcing:

Key Milestone	Date
Conduct labour market analysis	G-48
Study host country culture and motivations of volunteers	G-48
Review impact Olympics has on labour laws and define necessary changes.	G-36
Refine recruiting strategies to reflect available labour pool	Ongoing

Continued on next page

Overview, Continued

Labour Market Analysis △	The OCOG must conduct a labour market analysis of the estimated demand levels and skills required for the Games compared to the corresponding estimated supply within the market for paid, volunteer and contractor positions. This will enable the OCOG to determine the specific actions that have to be taken to avert the potential shortage in labour. The OCOG must submit to the IOC the labour market analysis no later than 48 months from the Games.

Labour Laws △	The OCOG must conduct an analysis of the labour laws/awards/conditions and the impact that the Olympic Games will have on these and what legislative changes, if any, need to be made. The OCOG shall ensure that all necessary steps are taken by the appropriate authorities to ensure that the required legislation is enacted and inform the IOC of their progress.

5.0 → Workforce Training

Executive Summary

Introduction

The focus of this chapter is on the training programmes to be put in place by the Workforce Function.

Workforce Training provides the Games Workforce with the skills, knowledge and attitudes required to perform their jobs at the Olympic and Paralympic Games. Training activities are generally categorised into Pre-Games training and Games-time training programmes.

Pre-Games Training

It is assumed that the staff members recruited to work within an OCOG have the necessary skills to perform their roles. Therefore, pre-games training are focused on inducting new staff into the event environment and enhancing their existing skills to enable them to excel in their jobs.

All new staff at the OCOG could be invited to attend three modules of training: induction and orientation training, management and development training and information technology training.

Games-Time Training

Leading up to the Games, Workforce Training focuses on providing the staff and volunteers (and some contractors) with the skills required to perform their Games-time assignments. Training for Games-time is typically delivered in four ways:

- Orientation training
- Venue specific training
- Job specific training
- Event leadership training

Transference of Training Materials to IOC △×

The rights of all training materials that are developed and or used by the OCOG must remain the property of the OCOG.
The OCOG must transfer all training materials and rights to the IOC at the completion of the Games.

Executive Summary, Continued

Key Milestones Following table depicts the Key Milestones for Workforce Training:

Key Milestone	Date
Conduct Training Needs Analysis, Training Your Workforce and Job Specific Training	G-27
Conduct Training Needs Analysis Orientation Training, Venue Training, Event Leadership Training	G-24
Evaluate and validate the Training Needs Analysis	G-24
Job-Specific Common Module Needs Analysis	G-24
Design Games time Training Strategy	G-18
Job-Specific Training Plans complete	G-12
Job-Specific Needs Analysis complete	G-12
Job-Specific Training design complete	G-6
Complete the development of Orientation Training materials	G-6
Complete customisation of Games Venue Training Presenter's Guide, Preparation material inserts and Pocket book inserts	G-6
Commence inviting paid and volunteer staff to Games Orientation Training	G-4
Complete customisation of Games Venue Training tour kit	G-4
Mail paid, volunteer and contractor organisations Games Venue Training invitations with preparation material and venue specific inserts	G-4
Mail Games Orientation Training kits to contractor organisations	G-3
Commence Games Orientation Training and Launch Games time Training	G-3
Olympic Job-Specific Training development complete, edited and signed off	G-3
Send Job Specific Training material to printers	G-3
Commence How to Deliver Job-Specific Training	G-3
Commence Games Venue Training Dress rehearsals	G-3
Commence Games Venue Training Dress Rehearsals	G-3
Commence delivery of Games Job-Specific Training	G-3
Commence delivery of Games Venue Training	G-3
Distribute Games Venue Training pocket books to Venues	G-2
Complete delivery of Games Job Specific Training	G
Complete delivery of Olympic Venue Training	G

Continued on next page

Executive Summary, Continued

Major Deliverables

Here is a list of the main deliverables associated with Games Workforce training:

- Pre-Games training
  - Orientation/induction sessions
  - Management development courses
  - Test Event training

- Games training
  - Orientation/general training
  - Venue specific training
  - Job specific training
  - Event leadership training

Key Interactions

All OCOG Functions, training sponsor (if applicable), and some contractor organisations

Content

This section covers following subjects

Subject
5.1. Pre-Games Training
5.2. Games Training

5.1 → Pre-Games training

Overview

Introduction

Pre-Games training requirements can be broad and poorly defined. It is recommended that the Workforce Training programme begin early in defining the services it will provide to the OCOG through the Pre-Games phase and during test events. Pre-Games training offerings have varied significantly in previous OCOG's. For example, Sydney 2000 provided a wide variety of courses in time and project management, leadership, etc. At the other extreme, Salt Lake 2002 provided virtually no Pre-Games training course other than orientation sessions and outplacement courses.
Depending on available resources and assumptions about the readiness of the OCOG staff to perform their jobs, Workforce Training could build Pre-Games training programmes in the areas of induction/orientation, management development, and test events.

Key Milestone	Date
Begin OCOG staff orientation sessions	G-48
Evaluate OCOG staff developmental needs and deliver appropriate courses	G-36 – G-6
Participate in test event training	G-18

Major Deliverables

- Orientation/induction for OCOG staff
- Management development courses as required by staff
- Core test event training

Key Interactions

All OCOG Functions

Content

This section covers following subjects

Subject
5.1.1. Orientation courses
5.1.2. Management and development training
5.1.3 Test Event Training

5.1.1 Orientation training

Introduction

This section describes how to set up Orientation training for the workforce.

Induction Training

Send orientation training kit to new starters

New starters are sent an orientation training kit with their letter of offer.

Content of the Orientation self-training kit

This self-paced training kit could include information on:

- The working environment within and surrounding the OCOG
- The OCOG, the Olympic and Paralympic movements, and
- The specific programme they are working in.

Program managers elaborate check-list

All programme managers could be given a checklist to follow on the tasks that they or a programme representative must carry out prior to a new starter arriving and on their first day at Games headquarters.

Orientation Training

Orientation training could be a one-day training course held weekly or monthly providing new starters an overview of the programmes within the OCOG, through presentations from programme representatives and could include a tour to some of the Olympic venues.

It is recommended that all OCOG staff (loaned staff, paid staff, contractors and interns) who work at the headquarters attend an orientation session. During the session, staff could obtain an I.D. badge, gain information about computers, telephones, security, and the corporate culture. The orientation session may also include topics such as security procedures, dealing with the media, and procurement policies and procedures.

The orientation session is Games Workforce's first opportunity to begin building excitement around being part of the Olympic movement. Where appropriate, orientation sessions should be fun and interesting.

Information Sources for Training Material

The main principles and the essence of the training material are often generic and can easily be re-used and adapted from previous Games. Therefore, it is recommended that the OCOGs use, as much as possible, existing information sources for the development of training material. This includes the Olympic Study Centre at the IOC Museum in Lausanne as well as Olympic Games Knowledge Services (OGKS) and previous OCOGs.

5.1.2 Management and Development Training

Introduction

Management development training courses could be offered to OCOG employees nominated by their manager to attend a course that will provide them with skills and knowledge required for their role.

Training Offerings

These courses could be provided monthly on request and could consist of two streams: classroom training or self paced training.

As training resources are often limited and significant time in training may impact project deadlines, it is advised that courses should only be offered if adequate demand is evident and requested by programme managers.

Content of Training

Examples of training modules that could be provided by either stream are as follows;

Class room training	Self paced training
• Basic Media Skills • Presentation Skills • Negotiation Skills • Project Management • Interview & Selection Skills • Team Development • Meeting Skills • Time & Self Management • Team Leadership • Change Management • Working Together • Written Communication skills • Software/computer skills	• Participating in Project Teams • In times of Change Helping • Performance Improvement Series • Business Meetings • Thinking Creatively • Coaching in the Workplace • Dealing with Conflict • Negotiating for a Positive Outcome • Software/computer skills

Timing

Management and development courses could continue to be offered until G –3 months. Consideration needs to be given to the amount of activity within the OCOG leading up to the Games and after G – 3 months.

5.1.3 Test Event Training

Introduction

Games Workforce will be asked to participate in a number of test events. As part of this participation, delivery of test event training may be requested. Participation in the test events allows for collection of Games-time venue information, testing of Games-time training concepts, and delivery (where possible) of training to out-of-area volunteers who may not be available again for training until Games-time.

Key Milestones

This table shows the key milestones for test event training:

Phase	Description	Time
1	Identification of Games Workforce Core Test Events.	G -30
2	Establishment of generic Test Event Workforce timeline	G –24
3	Develop training modules for test events	G-20
4	Deliver test event training	G-18

Programme

A combined orientation/venue training approach is recommended for test events. Workforce training should work with the key stakeholders on the design and development of orientation/venue training materials and presenters' guides.

Much of the information delivered during the test events is similar to the training provided for Games-time. Where possible, test event training may be an opportunity to test out training concepts and materials and collect venue-related information for Games-time training.

Orientation/venue training should be delivered by Games Workforce at the venue. Venue management and competition management could select various programme representatives to support their presentations.

Collaboration and Job Specific Training

Job-specific training should remain the responsibility of the programmes for test events as per the Games model. Workforce training should work closely with the programmes to monitor and track the development of their job-specific training modules in preparation for test events and encourage programmes to use test events as an opportunity to test the design and delivery of their job-specific training in preparation for the Games.

It is important, however, not to allow test events to take too many resources away from Games-time programme development.

5.2 → Games Training

Overview

Introduction

Games training refers to the training that will be delivered to the paid, volunteer and contractor workforce who will work together to stage the Games. The Games Workforce Function, through workforce training, is responsible for ensuring that the workforce has the skills and information necessary to perform their Games-time assignments. Workforce Training provides general/orientation training and event leadership training directly to the workforce, leads venue specific training through the venue-based Workforce Function representatives, and coordinates the job specific training modules with other OCOG Functions.

Delivery of Games-time training to a massive workforce is very difficult in both planning for logistics and quality of training sessions and materials. Significant resources should be set aside to ensure a successful Games-time training programme.

Games-time training also presents an opportunity to leave a legacy in the community after the Games are over. Customer service, cultural and disability sensitivity, and job-specific skills can all be enhanced for individuals participating in the Games-time training programme.

Major Deliverables

- General/orientation training
- Venue specific training
- Job specific training
- Event leadership training

Key Interactions

All OCOG Functions

Sponsors

The Games-time training programme is an opportunity for an OCOG to recruit a sponsor to defray costs and provide additional resources. Careful consideration in the contract negotiation phase should be given to issues of intellectual property, charges for training beyond initial value-in-kind scope, and ability for contractor organisations to participate in the training programme.

Continued on next page

Overview, Continued

Content This section covers following subjects

Subject
5.2.1 General/orientation Training
5.2.2 Venue specific Training
5.2.3 Job-specific Training
5.2.4 Event Leadership Training

5.2.1 General/Orientation Training

Introduction

General/orientation training contains the basic training elements for the entire workforce. OCOG staff and volunteers for both the Olympics and Paralympics could participate in the same training, regardless of assignment.

The intent of general/orientation training is to expose the entire workforce to the basic information and customer service skills expected of all staff members regardless of job or venue assignment. Information elements include Olympic and Paralympic history, sports, venues, venue structure, accreditation, policies, procedures and codes of conduct. Service skills cover communication, challenge resolution, cultural awareness and disability awareness. The general/orientation training sessions can also reinforce the desired behaviours sought after in the selection process.

Content

General/Orientation training could encompass a number of topics, including:

- Create excitement about the Games
- OCOG expectations
- Overall Games schedules
- Details on sports, venues
- Workforce policies, accreditation
- Venue/OCOG organisational structure
- Further steps in workforce process (such as uniform pick-up, venue training, etc.)
- Safety, security, code of conduct
- Cultural/disability sensitivity
- Recognition/Retention programmes

Responsibility & Significant Tasks

General/Orientation training curriculum development and delivery are both the responsibility of Workforce Training.

Workforce training will need to:

- Develop general/orientation curriculum
- Produce course materials
- Recruit and train the trainers
- Coordinate delivery logistics
- Deliver to all paid staff and volunteers
- Invite, track attendance, follow up, report

Continued on next page

5.2.1 General/Orientation Training, Continued

Delivery Approach

Depending on available resources and the interest in quality of training delivery, different approaches can be taken to providing the training to the workforce.

Salt Lake 2002 Approach

SLOC felt strongly that the general/orientation training was an opportunity to further the selection process, both by testing the commitment of volunteers in coming to multiple training sessions and in observation of team member behaviour in small classroom settings. Despite the time commitment in attending training, SLOC received positive feedback from volunteers regarding the quality of the training and the ability to ask questions and receive personal attention from the small classroom setting. The standard format for the majority of the workforce consisted of three 2-hour sessions. For SLOC staff including Games Time Employees and late identified volunteers, a consolidated format of one 2-hour session was available. Finally, for those staff and volunteers arriving from out-of-town, a 30-minute session was provided at the time of uniform and accreditation pick-up.

This approach was very labour intensive, requiring 3,000 individual training sessions taught by 30 part-time trainers in 33 different locations. SLOC launched its general/orientation training programme 12 months prior to Games. For more information regarding SLOC's training logistics, please review the Transfer-of-Knowledge materials.

Sydney 2000 Approach

Orientation training was a compulsory component for paid and volunteer staff. It was seen as essential that all Sydney 2000 paid and volunteer staff attended this training so that firstly, they understood the expectations SOCOG had of their workforce and secondly, each member of the workforce had the same level of information and the same expectations about what it meant to work at the Games. Managing expectations of the volunteers was seen as a key element of the training. This forum provided general information about working at the Olympic and Paralympic Games, including Olympism and Paralympism, customer relations, roles and responsibilities. They were designed to be highly motivational to assist in minimising pre-Games attrition.

Orientation training was conducted from G – 3 months to G 0 months in large sessions for 1,000 to 3,500 people at major capital cities and regional towns. For those not able to attend, a self-paced version was available.

Continued on next page

5.2.1 General/Orientation Training, Continued

Attendance

It is essential that all OCOG paid and volunteer staff members attend general/orientation training. For the volunteers, attendance at a training session can help demonstrate their commitment to their assignment.

If training is conducted in small sessions, it may also be an opportunity to review the quality of staff and volunteers and either discover potential supervisory skills or behaviour problems in attendees.

Contractor organisations and others wishing to attend could potentially purchase their way into the training as appropriate.

Timing

Depending on the quantity of information and the delivery approach, general/orientation training may need to begin as early as 10 to 12 months prior to Games or as late as 3 to 6 months prior to Games.

5.2.2 Venue Specific Training

Introduction

Venue Specific Training prepares each team member to work at his/her assigned venue during Games-time. This training is primarily the responsibility of the Venue team, but Workforce Training serves an important quality control and material production role. Venue Training is generally done at the venue within several weeks of Games-time and prior to sanitisation.

For Venue Specific Training, Paralympic venues should conduct separate training for the Paralympic workforce. This can be held during the transition period between the Olympic and Paralympic Games. Team members working both Olympics and Paralympics may not need to attend the Paralympic training.

Content

Venue training will cover details on the venue site and layout, the venue team, key roles and responsibilities, safety and emergency procedures and other general information about the venue. Specific topics may include:

- Tour of the venue
- Sport/event information
- Safety/security procedures
- Workforce policies
- Venue amenities (retail, concessions)
- Transportation information
- Communication protocols
- Venue organisational structure

Additionally, venue teams may have “breakout” sessions to provide in-depth tours of work areas and conduct on-site job specific training. Venue Pocket Guides may be distributed which contain the venue maps, schedules, contact, transportation and emergency information

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5.2.2 Venue Specific Training, Continued

Responsibility & Significant Tasks

Venue training is primarily the responsibility of the venue team. However, the Workforce Function plays an important role by overseeing the development and logistics through the venue-based Workforce Function representatives (Venue Workforce Managers) and by providing templates, quality reviews, and printing from Workforce Training.

Workforce Training's significant tasks include:

- Develop Venue manual template
- Create Venue Pocket Guide base and templates for venue specific inserts
- Format simplified venue maps from CADs for use in manuals and Pocket Guides
- Coordinate Venue Training timelines with Venue Workforce Manager
- Provide quality control for manual development and Pocket Guide inserts including editing, formatting and ensuring Venue and management review of content
- Produce training manuals and support material
- Produce Pocket Guide inserts and maps and pre-assemble Pocket Guides for each Venue
- Support Venue in use of training system

The venue team's significant tasks include:

- Develop curriculum
- Write and review training manuals and Pocket Guide inserts using the template formats
- Coordinate delivery logistics
- Deliver training
- Invite, track attendance, follow up and report

Delivery Approach

Venue training could be conducted after bump in is complete. For any staff member that is unable to attend a venue training session, the programme will be responsible for conducting a venue tour prior to their first shift. All venue programme area managers should be trained on how to conduct a venue tour for their specific venue.

The OCOG may choose to conduct as many of the venue training sessions as possible on a Saturday a week or two prior to Games in order to coordinate the communication to the workforce. Of course, those venues with early opening dates and training would need to adjust venue training schedules as appropriate.

Continued on next page

5.2.2 Venue Specific Training, Continued

Attendance

It could be mandatory that all staff (paid, volunteer and contractor) attend venue training for their primary venue.

If staff is working at more than one venue, they should be encouraged to attend venue-training sessions for every venue at which they are working. If this is not possible, they should attend at least one venue training session and alternatives such as venue tour and overview information on their first day of work at the venue.

Contractor organisations have a responsibility to ensure that their staff (i.e. the contractors) members attend venue training.

Timing

Each venue training session is generally conducted 1-2 weeks prior to venue opening.

5.2.3 Job Specific Training

Introduction

Job Specific Training prepares each team member to perform his/her assigned tasks during Games-time. This training is primarily the responsibility of each Function with Workforce Training serving a quality control role. The amount of time required to conduct job specific training will vary based on the complexity of the position. Functions, working with Workforce Training, will determine the training needs for each position based on the position's duties and skill requirements.

For Job Specific Training, Paralympic and Olympic workforce members could be trained at the same time.

Content

Job specific training will vary significantly based on position requirements. Certain training content may be developed by Workforce Training to be used in many different job specific training programmes. This shared content could cover details such as radio training, venue hierarchy, accreditation information, etc. Content should focus on providing all the necessary skills and information to perform the job.

Responsibility & Significant Tasks

Job specific training is primarily the responsibility of the Function. Workforce Training may provide templates, quality reviews, and printing of materials.

Workforce Training's significant tasks include:

- Develop Job Specific manual template
- Coordinate Job Training timelines with Function Training Coordinator
- Provide quality control for manual development including editing, formatting and ensuring Function and management review of content
- Produce training manuals and support material
- Support Functions in use of training system

Function's significant tasks include:

- Develop curriculum
- Write and review training manuals using the template format
- Coordinate delivery logistics
- Deliver training
- Invite, track attendance, follow up and report

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5.2.3 Job Specific Training, Continued

Delivery Approach

Most Functions develop a training programme for each job title with the complexity of the job determining the timing and the number of sessions required. For example, NOC / NPC Assistants may require 10 3-hour sessions beginning 10 months prior to Games, but Food Services volunteers may only require one 2-hour session in conjunction with venue training about one week before Games-time. Functions determine who receives this training based on their needs – OCOG staff, volunteers and some contractors. Each Function may identify a Training Coordinator to manage the development and logistics, but there is typically involvement from a number of members of the Function team.

Attendance

It could be mandatory that all staff (paid, volunteer and contractor) attend job specific training for their position.

Job-specific training for contractors should be the responsibility of the various contractor organisations.

Timing

The timing of job specific training will vary based on position requirements.

Process

This table shows the process of the workforce training:

Phase	Name	Description
1	Design	When the job-specific modules are identified, the programme training coordinator also identifies who will write each module.
2	Develop	Each of the writers of the job-specific modules for each programme could attend a course on "How to Write Job Specific Training" that covers course module design.
3	Deliver	Once the module is written, each programme identifies the presenters and attends a training session called "How to Deliver Job-Specific Training. This session will provide information and experience on how to deliver effective job specific training sessions, including the use of activities.
4	Delivering to Large Audience	A fourth module could be developed on "Delivering to Large Audience's which specifically looks at delivering to audiences of 200 people or more where the presenter would need to tailor the presentation for these differing conditions. The aim of this course is to give the presenters a professional approach to large audience presentations.

5.2.4 Event Leadership Training

Introduction

Event Leadership Training prepares those in leadership roles to be able to successfully supervise a primarily volunteer workforce in a large event environment. Event Leadership Training is the responsibility of Workforce Training.

For Event Leadership Training, Paralympic and Olympic workforce supervisors and managers can attend the same training session.

Content

Event leadership training will cover the essential skills required to manage a largely volunteer workforce in an event environment. Specific topics may include:

- Performance management
- Recognition and retention
- Communication skills
- Problem resolution
- Training other staff
- Safety/security procedures

Responsibility & Significant Tasks

Event Leadership Training is the responsibility of Workforce Training. However, the Functions can integrate the leadership concepts and practical applications in job specific training programmes as well.

Workforce Training's significant tasks include:

- Develop and produce Leadership principles manual
- Coordinate Leadership Training timelines with Function Training Coordinator
- Assist Function with development of practical applications
- Present principles and assist Function with presentation of applications
- Invite, track attendance, follow up and report

Functions' significant tasks could include:

- Develop practical applications of leadership training to positions
- Determine team members to receive Leadership Training

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5.2.4 Event Leadership Training, Continued

Delivery Approach

Event leadership training could be conducted from 15 months prior to Games to Games, to ensure that as many supervisors and managers as possible can attend and apply the skills to managing their teams. Leadership training could be presented in a single session lasting several hours depending on depth and complexity of training content. Functions could also integrate leadership concepts and practical applications into their job specific training programmes.

Leadership principles could be best presented in an instructional format followed by exercises and applications. If a Function integrates the application of leadership training into its job specific training programme, aptitude could be enhanced.

Attendance

It is preferable that all managers understand the issues they will face relating to managing volunteers as distinct from a purely paid workforce and have a consistent approach to leading their teams. Therefore, event leadership training should be mandatory for all managers and supervisors.

Contractor organisations have a responsibility to ensure that appropriate staff within the contractor groups receives event leadership training.

Timing

Event leadership training could be conducted from G -15 months through to G -0 to enable managers participating in test events to be trained.

6.0 → Uniforms

Executive summary

Introduction

The Games Workforce Function has responsibility for delivering the uniform programmes for the paid staff and volunteers of the OCOG, and to regulate the uniform designs of contractor organisations. In a Summer Games, technical officials may need to be uniformed by the OCOG.

Workforce Uniforms could manage all aspects of the uniform programme, including:

- Relationship with uniform sponsors
- Uniform design and selection
- Uniform budget, quantities, orders
- Uniform storage/logistics
- Distribution planning and delivery
- Liquidation of excess uniforms

This chapter focuses on the necessary steps to put the uniform programme in place.

Key Milestones

Key Milestones table:

Key Milestone	Date
Begin consolidation of uniform requirements for Pre-Games and Games Events.	G-50
Develop 'Operational Activity Brief' i.e. how the programme will run, initial assumptions and policies.	G-48
Develop initial uniform budget.	G-48
Commence Sponsorship negotiations.	G-41
Complete detail requirements for organisations uniforms (including garment specifications).	G-39
Secure Sponsorship.	G-36
Test Uniform Garments (week period).	G-24
Complete 'Uniform Management Requirements Document'	G-21
Complete approval process of uniform designs including IOC and IPC approval.	G-21
Finalise Sponsor and Contractor uniform branding guidelines.* (approval from IOC)	G-21

This subject continues next page

Executive summary, Continued

Key Milestones (continued)

Key Milestone	Date
Conduct 1st organisation wide review of uniform entitlements.	G-16
Secure site for uniform distribution.	G-15
GWS – uniform management module installed.	G-16
Commence ordering uniforms.	G-12
Complete Concept of Operations for Uniform Distribution and Accreditation Centre (UDAC).	G-12
Complete approval of uniform samples.	G-9
Launch Uniforms to media.	G-15 – G-7
Final Review of organisation wide uniform requirements.	G-6
Finalise all uniform orders.	G-6
Send invitations to collect uniforms.	G-4
Bump-in to UDAC and receive stock.	G-3
All UDAC staff recruited and volunteers appointed.	G-3
Job Specific Training at UDAC.	G-3
Commence Distribution of Olympic Games Uniforms.	G-2
Commence Distribution of Paralympic Games Uniforms.	Games
Liquidate uniforms post-Games	G+1
Bump-out of UDAC	G+2

Major Deliverables

Here is a list of the major deliverables for Uniforms:

- Scope and establish a budget for the uniform requirements for pre-Games events and the Olympic and Paralympic Games.
- Assist with the procurement of sponsors and other suppliers.
- Assist with the design of the official Games workforce uniform.
- Procurement of uniforms for Test Events (as appropriate).
- Allocate uniform entitlements to all job titles for the Olympic and Paralympic Games.
- Plan distribution of uniforms to the workforce from a centralised uniform distribution centre.
- Manage the disposal of excess stock post the Games.

Continued on next page

Executive summary, Continued

Key Interactions Uniform sponsor(s), Image/Look departments, Logistics, Accreditation, and Workforce Planning.

Content This section contains following subjects

Subject
6.1. Planning
6.2. Design
6.3. Procurement
6.4. Distribution

6.1 Planning

Introduction

Workforce uniforms represent a significant portion of the Games Workforce Function budget, and careful planning should be made in order to ensure the uniform programme is successful. Workforce Uniforms will be in a constant struggle to manage requests against available uniform supplies.

Most OCOGs develop a relationship with a uniform sponsor. This relationship is also managed by the Uniform programme Manager.

Eligibility Management

Workforce uniforms are primarily planned for OCOG paid staff and volunteers. However, since the official uniforms are highly desirable, many contractors, broadcasters, etc., will want to participate in the programme. In most cases, contractor participation in the uniform programme is not a good idea due to issues of liability and limited uniform supply.

In coordination with Workforce Planning, each OCOG games-time position should be tracked according to its uniform entitlement. A periodic review of uniform allocations should be made with the Functions, especially just prior to ordering of uniforms.

Budget

A general estimate of uniform costs and requirements should be created approximately 4 years prior to Games. This will assist in the OCOG budgeting process and provide the Marketing Function with preliminary data for securing a sponsor. The scope and budget for uniform requirements should include pre-Games events and the Olympic and Paralympic Games.

Many factors will affect the uniform budget beyond just the quantity of uniforms needed. Quality and type of uniform components, number of distinctions, shipping and storage, and alterations requirements will all impact the uniform budget.

In Salt Lake City, the total uniform budget (including uniform distribution related costs) was nearly $25 million USD in cash and value-in-kind. In Sydney, the uniform budget was approximately $12 million USD.

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6.1 Planning, Continued

Budget (continued)

Given the number of variables in uniform quantities and size distribution requirements, a large contingency budget should be set aside to purchase more uniforms than required headcount. Any overage at the end of the Games can be liquidated. In both Salt Lake City and Sydney, uniform liquidation sales brought in more than $500,000 USD to offset uniform programme costs.

One other potential way of generating revenue to subsidise uniform costs is through selling uniforms to contractors through the OCOG at a mark-up.

Policies

Policies should be established early regarding loss of uniforms, repairs, Paralympic re-use of any items, etc.

Sponsoring

As Marketing seeks to secure a sponsor for the uniform programme, it would be wise to involve Workforce Uniforms in the negotiation process. Workforce Uniforms will be able to ensure that the value-in-kind arrangements are as helpful to the programme as possible, and that design and production deadlines are reasonable given the complexity of the programme.

Once a sponsor agreement is in place, it is important to develop and maintain good relationships. At each stage of the uniform process, the sponsor should be involved to ensure a successful programme.

6.2 Design

Introduction

As uniforms represent one of the most significant visual images during the Games, uniform designs typically follow the overall look of the games. Uniform designs should be bold enough that it is easy to distinguish a member of the OCOG workforce in a crowd, but attractive enough that volunteers and others will see it as a valuable keepsake and not be embarrassed to wear it.

Designing Uniforms △

Workforce Uniforms must work with the OCOG Look/Image Function and with the sponsor to create the uniform designs.

It may be a good idea to keep the designs a secret in advance of a public unveiling.

Ensure the designers understand garment construction. Some graphic designers are unable to transfer design concepts onto clothing. The sponsor may also have limitations in its ability to produce certain types of designs on its clothing. Uniform designs should pass through several stages of review and refinement before final designs are submitted to the IOC and IPC for approval approximately 21 months prior to Games.

Where possible, samples should be created to see designs recreated on actual fabrics/garments. This may lead to design changes prior to the full production run.

Components

Uniform components will vary from Games to Games, especially from Winter Games to Summer Games. Winter Games require warm, high-quality uniforms that will keep workforce members at their posts during extreme temperatures. Summer Games require light, flexible components to accommodate varying temperatures and weather conditions.

Most importantly, workforce members should be treated consistently in the allocation of uniform components. Consistency of treatment will minimise retention issues at Games-time.

Continued on next page

6.2 Design, Continued

Components (continued)

Care should be given in deciding uniform components so as to minimise the complexity of the distribution process. Items such as shoes are difficult to achieve a good fit on such a large workforce of varying sizes and widths.

The following are examples of uniform components at a Winter and Summer Games:

Salt Lake 2002 uniform components

- Jacket
- Vest
- Fleece Turtleneck (Black)
- Light-weight Ski Pant (Black)
- Gloves (Black)
- Glove Liners (Black)
- Fleece Cuffed Hat
- Fleece Headband
- Cross-pack or Back-pack (depending on assignment)
- Water bottle, sunscreen, lip balm lotion, other accessories

Sydney 2000 uniform components

- Polo shirt
- Pants
- Business shirt
- Business jacket
- Casual jacket
- Tie
- Socks
- Wet weather Poncho
- Water bottle
- Cross pack

Cap / wide brim hat

Contractor and Sponsor Uniforms
✕

Uniforms can be supplied by the OCOG to contractors and sponsors, usually for a fee. A majority of contractors/sponsors will choose to provide their own uniforms which will need approval from the OCOG subject to Olympic Charter. For more specific guidelines refer to the Technical Manual on Hospitality.

Continued on next page

6.2 Design, Continued

Olympic vs. Paralympics

The same uniform look could be used for both the Olympic and Paralympic Games to save costs and share components. For example, both Sydney and Salt Lake City used the same uniform designs for the Paralympic Games as the Olympic Games, substituting the Paralympic logos on each component. Guidelines related to the use of logos should be reviewed with the IOC and IPC prior to making decisions about sharing uniforms.

Distinctions

To minimise retention issues at Games-time and to reduce complexity of uniform distribution and potential shortages, distinctions in the uniforms (such as colour) should be kept to a minimum. Most Functions would like to have their own uniform colour, but distinctions are only justified in a very few cases, such as Medical, Sport and Security. Winter Games distinctions should especially be kept to a minimum due to the cost of the outerwear jacket.

An OCOG may choose to provide a business dress uniform for certain types of workforce members. However, extreme scrutiny should be applied in determining which positions receive business dress uniforms, as this will create retention problems at Games-time. The guiding principle of uniform distinctions is based purely on absolute requirements of the Function to be distinguished.

Contractor Designs

Uniforms is also responsible for ensuring IOC regulations regarding uniforms are enforced – particularly in relation to uniforms provided by contractors to their own workforce.

Uniform Unveiling

The unveiling of the uniform designs can be a good opportunity to increase recruitment efforts and generate excitement in the volunteer programme. A media event could be conducted between 15 months and 7 months unveiling the uniforms and explaining the components, distinctions, and distribution process. The uniform sponsor would be a potential source of funding for this event.

Design time

Expect that uniform designs will require several iterations, and therefore up to one year should be planned for the uniform design process.

Continued on next page

6.2 Design, Continued

Design Constraints

- Keep the uniform garments practical and ensure they are comfortable to wear – include sufficient pockets to hold personal items.
- Recommend not supplying shoes as part of the uniform kit.
- There is also a need to consider the long hours of work for many staff and the conditions in which they are working, e.g. Wet weather gear, warm temperatures, etc.
- Manage staff and volunteer expectations early i.e. what they will receive in the standard uniform kit. Volunteers generally regard the uniform as special and a reward for their commitment and time.
- Simplify and standardise uniform kits 'what is essential' for people to perform their job and not a 'nice to have'.

Test Garments

Principle

Test garment samples prior to manufacture.

Example

Engage a sample group to wear similar garments for a month and see how they hold up to extreme temperatures, constant washing, colour fastness, shrinkage etc.

6.3 Procurement

Introduction

Games-time uniform orders may be the largest orders a uniform sponsor has ever processed. Because of the quantities and costs, there is significant risk in the procurement of uniforms. Manufacturers may be outside of the host country, and importing processes and customs duties could complicate the shipping process.

Due to the volatility in the workforce requirements leading up to the Games, it is advised that an OCOG order a significant contingency of uniforms (15% - 30%) beyond the basic headcount requirements.

Link to Workforce Planning

Placement of orders will likely occur much earlier than final workforce numbers are known. Therefore, Workforce Uniforms should work closely with Workforce Planning to project the number of uniforms required in as much detail as possible (by colour distinction, uniform type, etc.).

Sydney initially ordered a uniform contingency of 16%, which quickly dwindled to 6% for most items. Salt Lake City initially ordered a contingency of 15%, which also dwindled to just a few percent very close to Games-time despite a second round of orders 3 months prior to Games. The impact of headcount increases will have a dramatic affect on Workforce Uniforms ability to ensure that the workforce members have uniforms that fit, are the right colour, and have all the necessary components.

Manufacturer Choice

Place of manufacture i.e. local versus off-shore manufacturer. OCOGs should be careful when signing agreements and consider impacts with local trade unions.

Ordering Deadlines

Generally, uniform components should be ordered approximately one year prior to Games to ensure enough time for manufacture and shipping of such large quantities, particularly if manufacturing is taking place outside of the host country.

It is advisable to work with the uniform sponsors and manufacturers to create a late order window (perhaps 2-3 months prior to Games) as a contingency to correct for headcount increases or programme changes. Although this late ordering will be more expensive, it may provide a solution to potentially disastrous headcount increases.

Link with Logistics

The OCOG logistics Function should be involved once uniforms have been ordered, to ensure that the procurement processes and warehousing can be properly executed.

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6.3 Procurement, Continued

Sizing

Determining a size distribution can be a very complicated process, as uniform orders are placed long before Games-time assignments are finalised. Opportunities to reduce the risk in this area include collecting sizing data through the application process, validating uniform sizes at interview sessions and training events, and projecting size distributions based on prior Games. Anticipate an extensive range of sizes will be required to fit the workforce (Salt Lake and Sydney both had size ranges varying from XXX-small to XXXXXXXX-large).

Again, an OCOG should order as large as possible contingency to ensure sizes will be available for every workforce member.

Testing

Procurement of uniforms for Test Events may provide an opportunity to test out sizing distribution and uniform quality. Distribution methods could also be tested, although it is unlikely that a real test can be conducted during test events because of their limited size.

6.4 Distribution

Introduction

Distribution of uniforms and accreditations for all workforce members working on the Olympic and Paralympic Games should take place at a single site Uniform Distribution and Accreditation Centre (UDAC). Workforce Uniforms will lead the uniforming efforts at the UDAC with support from the Logistics Function. The Accreditation Function will manage the accreditation of workforce members at the UDAC.

As every member of the OCOG staff will pass through the uniform and accreditation process as their first Games experience, the Workforce Function should try to create as positive an experience as possible and convey the excitement and appreciation of the OCOG for the workforce.

Centralised Distribution Centre

Centralise uniform distribution and accreditation in one location.

The primary uses of a UDAC could include:

- Warehousing and Distribution of Uniforms
- Accreditation distribution
- Retention Distribution
- Late Arrival Training
- Liquidation sales
- Lost and found (not recommended for non-workforce lost and found)

Characteristics of a UDAC include:

- First Non-Competition Olympic/Paralympic Venue to open
- Potentially the longest running venue
- Significant space requirements for warehousing and distribution of uniforms
- Excellent parking and public access

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6.4 Distribution, Continued

Distribution Planning

Plan distribution of uniforms to the workforce from a centralised uniform distribution centre.

Major activities led by Workforce Uniforms in the distribution of uniforms could include:

- Uniform Check-in Stations
- Uniform Fitting Area
- Uniform Distribution Line
- Uniform Check-out
- Uniform Help Desk

Distribution Process

This tables illustrates a typical distribution process

Stage	Description
1	Workforce member receives invitation to the UDAC
2	Workforce member arrives at UDAC and checks in with Accreditation
3	If photo already on file and access privileges agreed upon, badge is printed/activated
4	If access privileges okay but photo not on file, photo taken and badge is printed/activated
5	If there are issues with access privileges/assignments, then workforce member is sent to Workforce/Accreditation help desk for resolution
6	Once badge is printed/activated, workforce member proceeds to uniform check in
7	At uniform check in, workforce member submits signed agreements/paperwork and is issued a uniform pick up form
8	Workforce member then proceeds to fitting areas where he/she completes the uniform pick up form
9	After determining appropriate sizes, workforce member proceeds to uniform pick up area where each item is fulfilled through a cafeteria-style line
10	Workforce member is then processed through uniform check out, where each size/item is verified and workforce member acknowledges receipt of the uniform. Also, collection of money for any items purchased occurs at this point.
11	Finally, workforce members pick up any other workforce items and any transportation information and exit the UDAC.

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6.4 Distribution, Continued

Invitation Process

Workforce members should pick up their uniform and accreditation pass on an invitation basis only in order to maximise the efficiency of the uniform distribution process and ensure only those with finalised games-time assignments attempt to pick up a uniform. Prior to receiving an invitation, a workforce member should have a games-time assignment, successfully passed a background check, and been approved by Accreditation for certain access privileges.

Continued on next page

6.4 Distribution, Continued

Sponsor Assistance	The uniform sponsor may be able to provide assistance in the areas of uniform warehousing, logistics, and distribution.
Additional Information	Additional information regarding the distribution of uniforms, including a UDAC Operations Manual, is available in the Transfer-of-Knowledge information.

7.0 → Venue Workforce

Executive Summary

Introduction

After the Games Workforce Function has recruited, selected, trained, outfitted, and accredited the workforce, its focus then turns to the care, retention, and support of the staff, volunteers, and contractors working in Olympic and Paralympic venues. In its Pre-Games organisation the Workforce Function operates with separate programmes such as Staffing, Human Resources, Workforce Planning, Training and Retention & Recognition. When the OCOG moves to a venue based operational mode, these functions generally consolidate into a single Venue Workforce unit. Working closely with venue management, members of this team will provide a full-range of venue-based workforce services, including management of check-in areas and break areas in each venue.

Specific areas of Game-time responsibilities include:

- Uniform Distribution (please see Chapter 6)
- Training Support (general and venue training)
- OCOG Headquarters Operations
- Workforce Check-In
- Break/Meal Management
- Scheduling Support
- Workforce Relations and Recognition
- Workforce Communications
- Incident Reporting
- Transportation Support

Key Interactions

- All OCOG Functions for scheduling, uniform, meals, and transportation issues
- Venue Operations/Management
- Catering (meal programme)
- Accreditation
- Information Technology
- Transportation

Continued on next page

Executive Summary, Continued

Key Milestones Key milestones are:

Key Milestones	Games Minus Months
Finalise and have approved the Workforce Check-in policy and operations plan	G-12
Finalise venue overlay, technology, communications, and FF&E requirements	G-12
Appoint Venue Workforce Managers	G-12
Completion of generic Venue Workforce project plans	G-6
Completion of Games-time Workforce policies	G-6
Finalise and communicate workforce transport arrangements for the Games	G-6
Commence Function workforce scheduling for the Games	G-6
Finalise and communicate catering arrangements for staff for the Games	G-6
Preparation of Venue-specific training material	G-6
50% of Function schedules to be completed	G-5
Establish venue specific communication and recognition operations plan	G-4
100% of Function schedules to be completed	G-4
100% of Function rosters distributed	G-3
Redeploy Workforce Function into Games-time roles	G-3 – G-1
Briefing of Function representatives, by venue, in Workforce policies and procedures	G-2
Initiate Workforce Function representation in the Main Operations Centre	G-1

Contents This chapter contains the following topics.

Topic
7.1. Management of Venue Workforce programme
7.2. Workforce Management on the Venue
7.3. Workforce Management of Test Events

7.1 Management of Venue Workforce Programme

Introduction

During the Games, apart from managing the Uniform Distribution and Accreditation Centre and continuing Headquarters operations such as payroll and outplacement, the various Workforce programmes (i.e., Staffing, HR, and Training) basically collapse into a single role, the Venue Workforce Manager (VWM), who supports all the Workforce processes at the venues. Pre-Games, the VWM represents the Workforce Function to the Venue Team and supports the care of the workforce at each venue.

Centralised Venue Approach

The Venue Workforce programme reflects an OCOG's policy that there should and would be a central point of contact on Workforce matters for each venue team. This centralised approach ensures:

- Effective communication and coordination within the venue teams
- A "centralised" point of contact for each venue team member on Workforce matters.

Working Structure

Workforce at Games-time takes on a consolidated approach to managing the workforce in its organisational structure. Where possible, existing Workforce staff members should be redeployed into Games-time Venue Workforce roles. A representative Games-time organisational structure could be:

Continued on next page

7.1 Management of Venue Workforce Programme, Continued

Working Structure (continued)

In this organisation, the significant roles include:

- **Regional Workforce Manager(s)** – this may be one or more of the programme managers from the Workforce Function who assume responsibility for the workforce issues of many venues. These individuals may also represent the division to the Main Operations Centre.

- **Venue Workforce Manager** – this person is a key member of the venue team, and ideally will be someone redeployed from Workforce. At Games-time, the VWM reports to the Venue General Manager and has a dotted-line reporting relationship to Workforce Regional Managers or Headquarters. This person manages the workforce on the venue.

- **Assistant Venue Workforce Manager** – the back up for the Venue Workforce Manager. This position is appropriate in many venues of medium and larger sizes.

- **Venue Workforce Supervisors and Venue Workforce Specialists** – these individuals are the volunteers of the division and perform check in duties, maintain break areas, create newsletters, etc. The level (supervisor vs. specialist) and quantity depend on the size of the venue.

Space Ownership at Venue

Workforce is typically the space owner of two areas at the venue—the check in areas and the break areas.

Check-in is an important mechanism for controlling access to the venue and to provide status on attendance and redeployment opportunities. Check in is also the central location to distribute meal coupons, venue newsletters and other pertinent information. One of the key decisions an OCOG should make early in the venue planning process is regarding the porous/non-porous nature of the check in area/process. It would be helpful for Workforce to work with Venue Management to make the venues as non-porous as possible by requiring all staff, volunteers, and contractors entering a venue to go through a single check in point.

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7.1 Management of Venue Workforce Programme, Continued

Operations Manual

An Operations Manual could be developed for the use of Venue Workforce Managers. Sample Operations Manuals are available through the Transfer-of-Knowledge programme.

Content of the operations manual may include:

Part	Function
List of Venue Workforce procedures, processes, checklists, forms and other documentation.	This can provide the Venue Workforce Managers with information about what they needed to prepare for and also the operational tasks that they are to perform at each event.
Integrated timeline of workforce tasks and timings.	This could include tasks to be undertaken by other programmes within the Games Workforce Function but which are to be overseen by the Venue Workforce Managers

Games-Time Policy Development

As part of the venue planning process, the Workforce Function should take lead in developing Games-time policies that affect the workforce. Policies regarding attendance, behaviour, and code of conduct on the venue should be communicated to the workforce and OCOG Functions beginning six months to one year prior to Games.

Champions of Consistent Treatment

One of the most important tasks the Workforce Function will need to embrace is the assurance of consistent treatment across the workforce. In the experience of previous OCOGs, no issue has created more problems with morale, attendance, and workforce relations than inconsistent treatment of one person or group over another. Groundwork laid early in this area will greatly ease management of the workforce at Games-time.

7.2 Workforce management on Venue

Introduction

At Game-time, in its consolidated unit, Venue Workforce will work closely with venue management to provide a full-range of venue-based services including:

- **Workforce Check-In**: ensure that only accredited and scheduled individuals are working at the venue and assisting with staff reassignments at venues
- **Workforce Relations and Recognition**: ensure the proper care, treatment and recognition of the workforce
- **Break/Meal Management**: coordinate the daily food and beverage service for all staff
- **Scheduling Support**: assist with staff schedules, redeployment and breaks
- **Workforce Communications**: communicate schedule changes and other information to relevant workforce members through newsletters, bulletins, and verbal communication
- **Incident Reporting/Management**: ensure that all incidents involving workforce members are properly tracked and escalated as needed for resolution.

Workforce Check-in

Presentation

The single generic process performed by all venue staff at Games time is check in.

Development of Daily Roster

This process is facilitated by the development of a daily staff roster for each venue. To gain access to the venue, a staff member requires the appropriate venue accreditation pass, to have their name recorded on that particular day's roster, and to have their name recorded as being in attendance by Venue Workforce.

Meal Vouchers

At the point of check-in, staff are also issued with their daily meal voucher/s. The number of meal vouchers distributed to each staff member each day depended on the number of hours they were rostered to work.

Continued on next page

7.2 Workforce management on Venue, Continued

Uniformed Behaviour

Principle

It should also, as far as possible, avoid any differing treatment of volunteers by different Functions and also the awarding of prizes or gifts unless they are available to all volunteers.

Risk

Quite serious daily operational complaints and morale problems for volunteers will occur unless volunteers firstly know the benefits to which they are entitled and secondly that they perceive those benefits are being managed fairly.

Recognition of Staff

Staff Recognition Programme

A Staff Recognition Strategy is essential and it should be well planned and signed-off by senior management and the entire management team in each venue well before the event. Whilst the focus of the strategy is likely to be and quite reasonably should be directed more to the volunteers, care should be exercised to ensure that the paid staff are not "forgotten".

Staff Recognition Strategy

Volunteers generally like and expect to be acknowledged. The strategy should be detailed as to items of recognition and the methodologies for the awarding of such benefits.

Link to Schedules

Further information on staff recognition is found in chapter on Administration.

7.3 Workforce Management of Test Events

Introduction This section presents the concept of test events and the Workforce Function's role.

Presentation Test Events are important for ascertaining the performance of Games Workforce Function in the delivery of the Test Event Workforce and how this can be translated into improvements in processes for the delivery of the Olympic and Paralympic Workforce.

Issues The first issue that has to be resolved is what level of participation the Games Workforce Function and the other OCOG programmes members responsible for the delivery of the Games Workforce have in the huge number of Test Events that the OCOG will organise.

The availability of Technology and the fact that Human Resources and Volunteers will be fully operational during most of the Test Events necessitates a balancing act of allocating resources to service Test Events and assess performance without compromising Games time operations.

Key Milestones This table shows the key milestones for the Test Event:

Phase	Description	Time
1	Identification of Workforce Core Test Events.	G -30
2	Establishment of generic Test Event Workforce timeline	G -24
3	Establish staffing demand for each Core Test Event	G -6
4	Final staffing demand for each Core Test Event approved by Venue Management	G -1

Test Selection Core Test events should be selected, in consultation with the Test Event management team that will require full participation and implementation of Games time processes. Non-core Test Events will still require participation of the programmes responsible for delivery of the Test Event Workforce, however, the processes should be modified to reduce the workload these events will create.

Responsibility Workforce Planning should be responsible for developing a generic integrated workforce Test Event timeline and project management of the delivery of the Core and non-core Test Events Workforce.

8.0 → Games Workforce Systems

Executive Summary

Introduction

The Games Workforce Systems (GWS) include many of the critical tools by which the OCOG delivers the workforce required to stage the Games. If the systems efforts go well, the Games Workforce Function can be ensured a smooth operation. On the other hand, if the systems are not well designed or do not fit the business processes, the systems can represent a major obstacle in performing the necessary work.

Executive Summary

The Games Workforce Systems need to be designed to meet the major business processes and responsibilities that support the overall Games Workforce Function. The functionalities within comprehensive Games Workforce Systems are as follows:

- Workforce Planning
- Registration/Tracking
- Selection
- Training
- Scheduling
- Entitlements
- Retention/Communication
- Accreditation (Interface)
- Local HR/Payroll System (Separate System & Interface)
- Background Check (Interface)

This chapter attempts to summarise the requirements of each of these functionalities as well as recommendations on the structure and administration of Games Workforce Systems within the division.

Continued on next page

Executive Summary, Continued

Key Milestones

The following dates are the ideal dates for each system functionality to become operational:

Functionality	Beginning Operational Date	Final Operational Date
HR/Payroll	G-60	G+6
Financial Planning	G-48	G
Workforce Planning	G-36	G
Registration/Tracking	G-33	G+3
Communication	G-33	G+3
Selection	G-33	G
Accreditation	G-18	G
Scheduling/Rostering	G-18	G
Training	G-18	G
Background Checks	G-18	G
Entitlements	G-4	G+3

Major Deliverables

In order to have successful Games Workforce Systems, the following deliverables should be met:

- Systems should support the business processes as defined by the OCOG, rather than forcing the OCOG to adapt its business processes due to systems limitations
- Systems should allow for self-service by workforce members to reduce labour costs (web-based application, communication, etc.)
- Systems should be able to be deployed at venues
- Systems should be coordinated within the division by a systems project manager
- Systems should deliver the required functionality at the right time, according to the established key milestones

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Executive Summary, Continued

Key Issues

The key issues faced by Games Workforce Systems (GWS) are;

- Project Management - Essential that Games Workforce take ownership of GWS and it not be managed by the Information Technology division.
- Business Process - Business processes are pivotal to the success of GWS. Keep processes simple and flexible so they can be changed when necessary.
- Timelines - Map out GWS timelines carefully and manage all parties accordingly, slippages will put the delivery of the Games workforce at risk.
- System Platform - Web based technology is vital from platform and deployment perspectives.

Key Interactions

The key interactions with Games workforce systems are:

- Information Technology
- Accreditation
- Security
- Olympic Technology Partner(s)

Content

This chapter covers the following subjects;

Subject
8.1. Approaches to Games Workforce Systems
8.2. Games Workforce Systems Issues
8.3. Recommendations
8.4 Recommended Workforce Systems Functionalities

8.1 Approaches

Introduction

This section describes the Games Workforce System approaches used by Sydney 2000 and SLOC 2002 for the implementation of their respective Games Workforce Systems.

Presentation

Games Workforce Systems (GWS) are needed to support the business processes of the Games Workforce Function and all OCOG programmes in the management of their workforce. One solitary consolidated database for the recruitment and collation of personal data and job assignments for all volunteers, performers, paid staff and some specific contractors is essential for them to be rostered, accredited, uniformed and trained for the Olympic Games. GWS functionalities can be developed using the single database to fulfil these workforce related functions effectively and within the planned quantities and budgets.

Sydney 2000 Games Workforce Systems

Sydney 2000 used a multi- module single server Games Workforce System (GWS) known as the Staffing Information System (SIS). A single company who at the time was not the Olympic Technology Partner supplied each module of SIS, with the exception of the Rostering module.

With very little transfer of knowledge from previous editions of the Summer Games, Sydney 2000, were the first to attempt an integrated GWS. With this came many challenges;

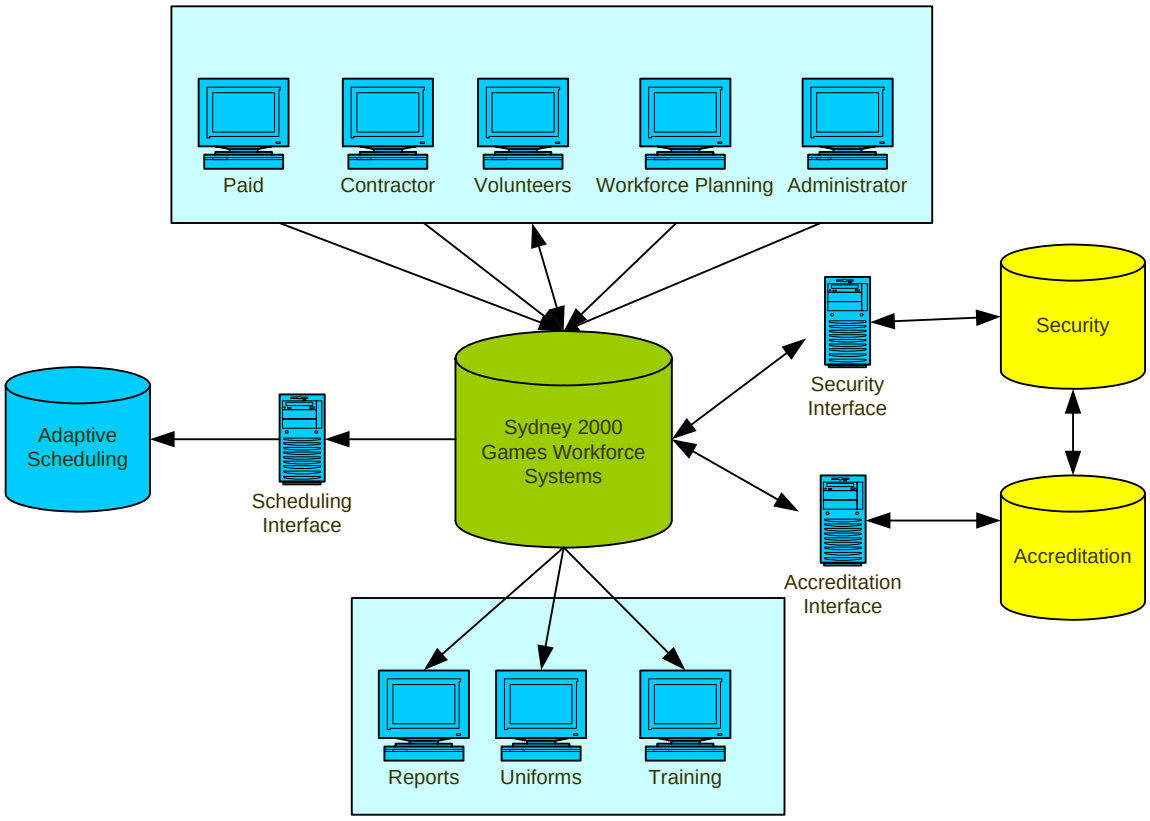
- The Technology Function within the organisation and not the Games Workforce Function handled the project management of the Sydney 2000 GWS. This led to many issues and unsatisfactory compromises and outcomes from a Games Workforce perspective.
- Multiple authors wrote the user requirements for each module and no central view was taken, hence no interface with payroll or financial planning
- User requirements were written well in advance of finalisation of business processes
- System not web based
- Due to the architecture of SIS, costs and the perceived security risks the system was not available to be used at the Venues. Only the venue based rostering module was available.

Continued on next page

8.1 Approaches, Continued

Sydney 2000 GWS Functionalities

The following diagram illustrates the functionalities of the Sydney 2000 GWS and their relationship to each other. These relationships are outlined in more detail in section 8.4 Games Workforce Systems Functionalities.



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8.1 Approaches, Continued

SLOC Games Workforce Systems

SLOC used a web based platform and the integration of multiple off-the-shelf solutions with additional customisation for their GWS. This ensured rapid implementation and decentralised functionality to users in each SLOC Functions.

Successes

- GWS worked, but required complex interfaces
- First Games to use internet platform
- First Games to use centralised workforce scheduling deployed to all venues

Shortcomings

- Interfaces required constant attention
- Costs of interfaces greater than costs of software
- Difficulty in training users with off- the-shelf solutions
- User security limitations
- Duplication of work
- Synchronisation issues affecting data integrity
- Workflow bottlenecks

Each of the functionalities of the SLOC GWS as shown in the SLOC GWS Module Map contain common data elements that link them together, including:

- Games Identification Number
- Function
- Location
- Position Title
- Position Type

Section on Games Workforce Systems Functionalities explains in greater detail the different functionalities and their interactions with other functionalities/systems.

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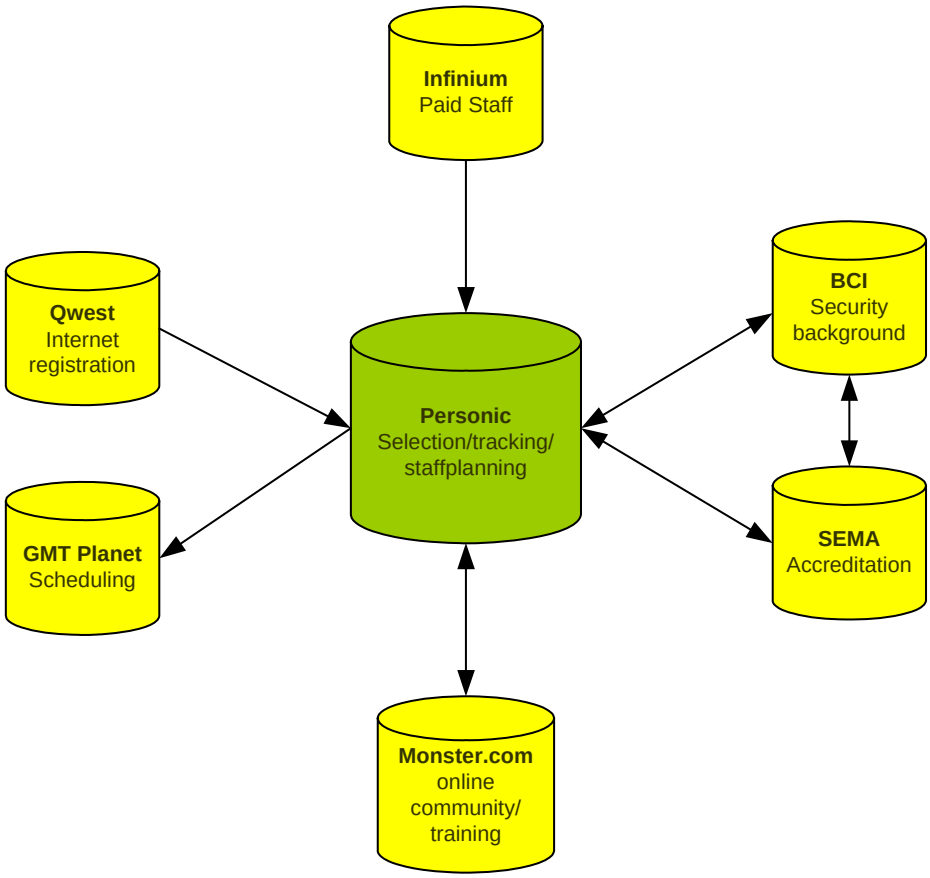
8.1 Approaches, Continued

SLOC GWS Functionalities

The following diagram illustrates the functionalities of the SLOC GWS and their relationship to each other. These relationships are outlined in more detail in section Games Workforce Systems Functionalities.



8.2. Issues

Introduction

This section describes the issues faced within Games Workforce Systems.

Presentation

The Games Workforce Function faces many challenges and issues in implementing Games Workforce Systems (GWS).

Project Management

Within the division, there are a number of different people responsible for the business processes required to deliver the workforce.
Users within the division are often not technology-minded and may not understand how to maximise the value of the systems.

GWS require a number of sophisticated interfaces that require consistent master codes and data between systems. GWS often take a secondary priority to other systems considered more “Games-critical”.

In order for the Games Workforce Systems (GWS) to be a success, it is essential that the planning and implementation of the systems be coordinated across the division.

Proper project management and administration of the Games Workforce systems through the use of a dedicated Workforce Systems Project Manager will help ensure its successful use and reduce OCOG costs.

Business Processes

Invariably the user requirements document is drafted well before the business processes are finalised by the OCOG. Business processes are pivotal to the success of GWS, therefore it is essential that processes are kept simple and flexible so they can be changed when necessary.

Timelines

Slippages in the delivery of functionalities within GWS will put the delivery of the Games workforce at risk. It is important to map out GWS timelines carefully, implement contingencies if necessary and manage all parties accordingly.

System Platform

The type of platform that GWS is provided on has serious implications on the delivery of services to the Function’s key client groups. A web-based platform allows flexibility in registration, communication and deployment.

8.3 Recommendations

Introduction

This section describes a recommended approach to Games Workforce Systems.

Presentation

- The Games Workforce Function within the OCOG should take ownership of the GWS. If Information Technology is left to take lead of the GWS, it is possible that the resources required to ensure proper implementation will not be provided.

- A person within the Games Workforce Function should be hired/identified at approximately 42 months prior to Games to coordinate the implementation of GWS. This project manager should become expert in understanding the GW business processes and applying them to systems. The project manager should also ensure establish good relationships with Information Technology and the software provider(s) to ensure adherence to time lines.

- Develop an overall systems implementation strategy and time line and communicate regularly to all Functions. Ultimately, all Functions will use portions of the GWS (such as for scheduling/rostering and training), and both SOCOG and SLOC struggled with other Functions meeting deadlines and expectations.

- Establish a centralised point within the OCOG for the management of all system codes and definitions. This task is extremely important for the successful interfaces between GWS and Accreditation and needs to be established early in the planning process.

Continued on next page

8.3 Recommendations, Continued

Recommended Approach

The following recommendations are made for future OCOG's Games Workforce Systems (GWS);

Platform

- Internet based
- Hosted

GWS Functionalities

- Workforce Planning
- Registration/Tracking
- Selection
- Training
- Scheduling / Rostering
- Entitlements
- Retention / Communication
- Accreditation interface
- HR /payroll interface
- Financial Planning interface
- Security Background check interface

Each of the functionalities of the GWS contain common data elements that link them together, including:

- Games Identification Number
- Function
- Location
- Job Title
- Staff Type

These relationships are outlined in more detail in section Games Workforce Systems Functionalities.

8.4 Recommended Workforce Systems Functionalities

Introduction

This section describes the recommended different functionalities of the Games Workforce Systems in greater detail.

Presentation

The Games Workforce Systems are broken up into functionalities according to significant business processes in delivering the Games Workforce. The advantage of this approach is that the system can be implemented as the different steps of delivering the Games Workforce occur. Several processes overlap and each of the functionalities interact with one another.

Workforce Planning

Summary of Functionality

- Establish and manage workforce requirements by workforce type
- Needed for test events and Games

Key Requirements/Processes

- General assessment of workforce requirements
- Definition of positions (by FA, venue, staff type)
- Skills required by position
- Change management
- Track changes
- Multiple events
- Reports
- Entitlements

Key Interfaces

- Accreditation (codification and management of privileges by position)
- Selection (matching of skill requirements)

Exceptions

- OCOG initial workforce requirements for budgeting purposes should be built using previous Games data in the G-48 to G-36 period

Operational Dates

- - G -36 to G

Continued on next page

8.4 Recommended Workforce Systems Functionalities, Continued

Registration / Tracking

Summary of Functionality

- Workforce member registration and tracking

Key Requirements/Processes

- Pre-Games registration (may utilise for test events)
- Games registration (online or offline)
- Acceptance of terms (may be online or offline)
- Change management
- Confirmation of registration
- Reporting
- Capture of skills and basic availability
- Track changes

Key Interfaces

- All GWS functionalities

Operational Dates

- - G -33 to G +3

Selection

Summary of Functionality

Matching of workforce members to positions, tracking correspondence, scheduling and tracking interviews and selection process

Key Requirements/Processes

- Assignment of candidate to position through these stages
  - Registered (G-33)
  - Interviewed (HR or FA) (G-33)
  - Selected (G-30)
  - Trained (G-30)
  - Offered (G-30) (subject to background check)
  - Confirmed (G-30)
  - Rejected (G-30)

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8.4 Recommended Workforce Systems Functionalities, Continued

Selection (continued)

- Assignment of volunteer candidates to positions may be based on a number of selection factors (such as availability, proximity, skills, and preferences). Flexibility to change these parameters for each position is required.
- Flexibility in stages of selection process due to OCOG business process or labour market pressures
- Track correspondence and interviews
- Manage invitation process
- Manage offer letter and acceptance process
- Training may be prior to or after confirmation
- Ability to move workforce members through any stage of the selection process quickly and in bulk #'s
- Multiple event, multiple assignment capability

Key Interfaces

- Workforce Planning (position requirements)
- Registration (matching of skills and availability)

Operational Dates

- - G -33 to G.

Training

Summary of Functionality

- Manage workforce members through the training process; provide system tools for training logistics

Key Requirements/Processes

- Ability to track general, job-specific, venue, and event leadership training sessions
- Creation of courses and assignment of materials, trainers, etc.
- Invitation/tracking of workforce members at training
- Creation of training rosters and reports
- Correspondence

Key Interfaces

- Registration
- Selection (assignments may drive different training curriculum)

Operational Dates

- - G -18 to G

Continued on next page

8.4 Recommended Workforce Systems Functionalities, Continued

Scheduling / Rostering

Summary of Functionality

- Schedule/roster workforce according to daily workforce requirements and workforce member availability.
- Tracking of workforce attendance at venues
- Meal entitlement planning

Key Requirements/Processes

- Steps to Scheduling/Rostering
  - Build demand for shifts (daily by position and venue) (G-18)
  - Capture detailed availability and preferences (G-10)
  - Match workforce members to shift demand (G-6)
  - Communication of schedules/rosters (G-6)
  - Tracking of attendance (G)
- Tracking of candidate specific (un)availability by day/time
- Ability to auto-schedule
- Ability to create multiple shift requirements for each position

Key Interfaces

- Registration (workforce member data)
- Selection (assignment data)

Operational Dates

- - G -18 to G

Entitlements

Summary of Functionality

- Track the allocation and distribution of uniforms and other entitlements such as retention items, housing eligibility, etc.

Key Requirements/Processes

- Ability to track multiple types of entitlements
- Multiple event, multiple assignment capability
- Invitation/tracking
- Correspondence
- Change management
- History

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8.4 Recommended Workforce Systems Functionalities, Continued

Entitlements (continued)

Key Interfaces

- Workforce planning (entitlement eligibility by position)
- Registration (workforce member information)
- Selection (assignment information)

Operational Dates

- - G -4 to G+3

Retention / Communication

Summary of Functionality

- Ongoing communication with workforce members

Key Requirements/Processes

- Online community
- Traditional paper-based communication programme

Key Interfaces

- Registration
- Selection
- Scheduling/Rostering
- Training

Operational Dates

- - G -33 to G +3

Accreditation Interface

Summary of Functionality

- Two-way interface moving information from GW systems to and from Accreditation system
- Should be utilised for 1 year out test events

Key Requirements/Processes

- Transfer of workforce member and position data to Accreditation system
- Assignment of access privileges and creation of badges based on pre-defined matrix
- Multiple event, multiple assignment capability
- Primary position indicator

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8.4 Recommended Workforce Systems Functionalities, Continued

Accreditation Interface (continued)

Key Interfaces

- Workforce Planning (position privileges)
- Registration (workforce member data)
- Selection (assignment data)

Operational Dates

- - G -18 to G

HR/Payroll System Interface

Summary of Functionality

- Management of OCOG paid staff, pay rolling, remuneration and benefits tracking, legal compliance tracking, etc.

Key Requirements/Processes

- Inbound interface to GW systems from OCOG HR/Payroll system. It is anticipated that the OCOG would select a local HR/Payroll system based on local needs
- Ability to assign Games ID #'s through the interface
- Movement of paid staff data from Pre-Games assignments to Games-time processes

Key Interfaces

- Registration module

Operational Dates

- -G -60 to G +6

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8.4 Recommended Workforce Systems Functionalities, Continued

Financial Planning System Interface

Summary of Functionality

- Management of OCOG workforce budgets for financial planning requirements.

Key Requirements/Processes

- Outbound interface from GW systems to OCOG Financial planning system. It is anticipated that the OCOG would select a financial planning system based on their needs

Key Interfaces

- Workforce planning module

Operational Dates

- -G -48 to G

Security Background Check Interface

Summary of Functionality

- Two-way interface with Law Enforcement for purpose of obtaining background check clearance

Key Requirements/Processes

- Ability to support multiple-levels of background checks
- Outbound interface with key workforce member information
- Inbound interface of corresponding passage/failure information
- Change management
- History of changes

Key Interfaces

- Registration (workforce member information)
- Workforce Planning (background check level)
- Selection (assignment information)

Operational Dates

- G -18 to G