

ORGANISING AN OLYMPIC EVENT MISSION

(NOC's planning and preparation towards multisport event)



Jan Hrdina
Sports Director
NOC of the Czech Republic



Observers Programme

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Introduction

- NOC & Games **management varies greatly** around the world
- NOCs have **uniquely different ways** of preparing their team
- Under no circumstances should this paper and guidelines described be considered **as official rules and regulations**
- They have been provided only **to guide NOC's** in Games management preparation
- On the contrary, there is the challenge for your NOC to adjust the information provided **to suit the specific needs** of your NOC
- From **Vision to Mission** (From Plan to Action)





The Goal of this contribution

- This presentation **is not a view from the „Dark side of the Moon“**
- **The experience and overview of activities** of one mid size NOC (CZE)
- Presentation is **built-up by CZE NOC approach and general recommendations**
- We are briefly talking about **huge complex of activities** for NOC and OC
- OC and NOC:s have to be **in good collaborated relations**
- For **smaller events** the portion of proceedings **is reduced**
- On the contrary **bigger NOC:s** should fulfil many additional runnings
- Paper is not based in **scientific purpose and methodology**
- Ambitions? Just **to present summary** of the above topics



AGENDA

- Differences among European NOCs
- Various kind of Missions / Events
- Specific conditions for Youth Events
- NOC goals, Games strategy and responsibilities
- Listing of activities during three phases of team's preparation
- NOC – OC relations
- NOC – NSF collaboration
- CZE NOC co-operating bodies
- CZE NOC MANUAL for preparation towards Olympic events
- What means success of the Mission?
- Role of Key Management - CdM, Olympic Staff (HQ)
- Role of the Olympic Attaché, Assistants, Envoys, ...
- Basic documents
- Conclusions

Are all the European NOCs the same?



There are some differences among the European NOCs

- **New x experienced** NOC staff (transfer of experience)
- **Level of independency** towards the Government (financial, personal)
- Protection of Olympic Rights – **Ambush Marketing** – credibility
- Benchmark of **sport policy systems**
- Explanation for **success**
- **Economic welfare** (GNP), Population size
- **Political system**, Religion, Culture and social values
- **Geographical area**, Degree of urbanisation
- **Résumé**: Activities are similar with slight modifications





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Types of Olympic events concerned

- EYOF and EYOWF
- YOG (Summer and Winter)
- GSSE – Games of the Small States of Europe
- Regional Games / Events (Balkan Games, etc.)
- Olympic Games
- Winter Olympic Games
- Other events and competitions





Specific conditions for Youth Events

- **Parents Acknowledgement**
- Agreement respect **Medical Care** at host city
- **Insurance** of youth team members
- Provide **accommodation for Parents**
- Unfortunately **less Officials** as needed
- Reduced tasks of NOC
- **Less administrative?**
- NOC Management is responsible for **under age Athletes** (minors)





NOC General Goals Description

- Olympic **Events are organised** by OC, City, region, country
- NOC has the **exclusive right to enter athletes** (according to the Qualification rules and quota places)
- The NOC must ensure **effective governance** over the Games preparation of its delegation
- The NOC needs to examine the **appointment of staff, roles** to be filled, **athlete selection**, necessary **finance and other key policies** in preparing for the Games
- In addition, the NOC must ensure **close collaboration** and open discussion with the government, NSFs and other external bodies



NOC Games strategy

- **Timeline & deadlines**
- **Responsibilities**
- **Major Policy Decisions**
- **Athlete Selection Criteria**
- **Relations with Government and other National Authorities**
- **Relations with National Sport Federations**
- **OC Relations**
- **Games Time Strategy**
- **Post Games Debrief**





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Principal Policy Decisions - Responsibilities - - decisions of NOC Executive 1

- **set objectives** (policies) overall mission statement for the Games
- **approve budget** (cash flow) overall expenditure and finance
- approve **strategic and operational plans** for the Games
- **ensure clarity in roles** - relationships - decision making
- **responsibilities** pre-Games and Games time
- protect the Olympic symbols in respective country
- set the **national participation criteria**
- set **insurance** (real insurance, emergency plan & crisis management)



Major Policy Decisions - Responsibilities -

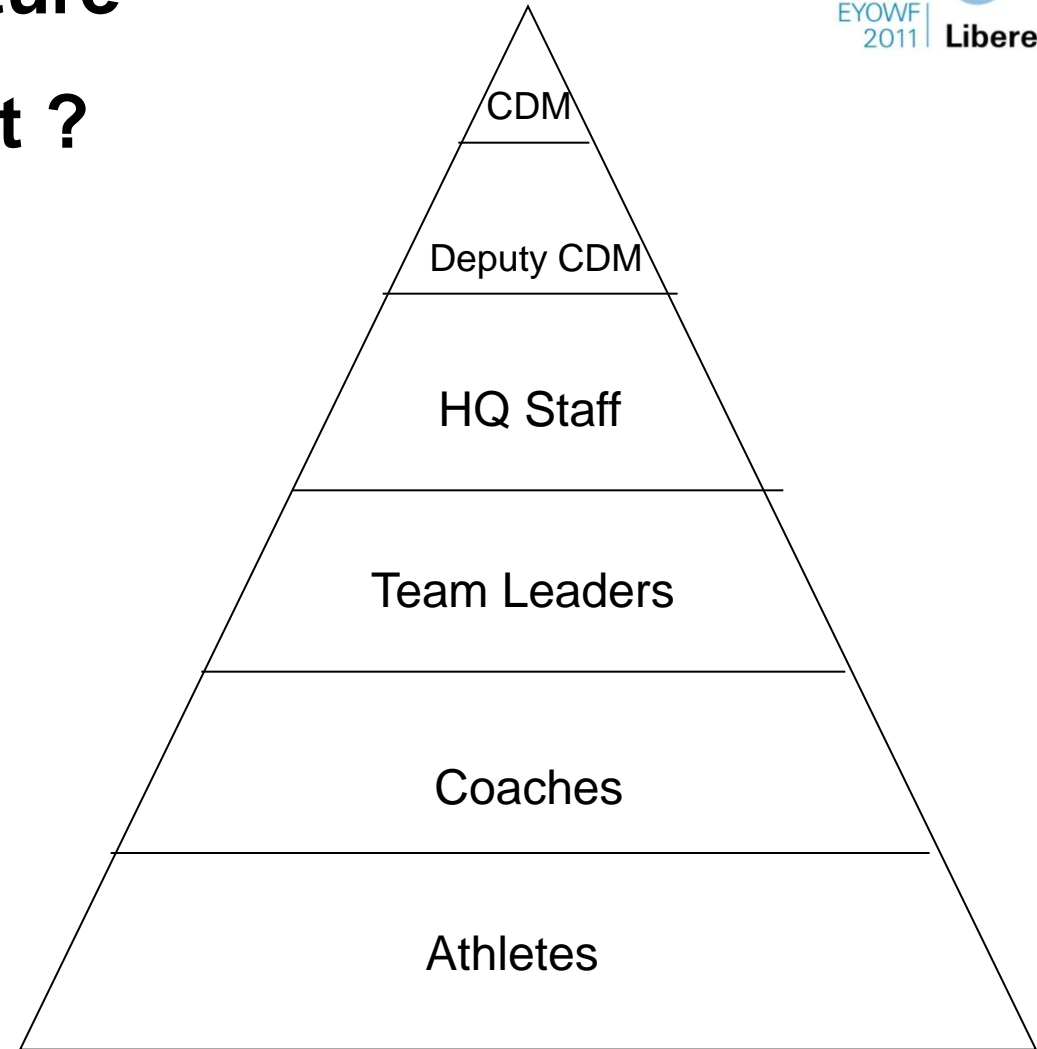
- decisions of NOC Executive 2

- **appoint Chef de Mission** and other key staff for the Games
- **evaluate previous Games** experience (SWOT analysis):
 - post Games reports
 - discussions with partners (NSFs, government, media, athletes)
 - questionnaires analysis
- **objectives in relation to results** (both sporting and operational)
- **simplify administration procedures** – all bodies – OC, NOC, NSF, EOC, IOC, ISF – simple forms, on-line and electronic type of communication, simplifying the rules / regulations



Team Management Structure

- complicated to make out ?



Three phases

of team's preparation towards the international event

1. Pre Games activities – main portion – 80 %
2. Stay at the Olympic Village – 15 %
3. Post Games administration (Post Games Debrief) – 5 %

Fundamental requirement:
All areas and phases under control !!!



NOC – OC Relations 1

- **All contacts** with OC should **exclusively be handled** through the NOCs
- Effective **cooperation** between OC and NOC
- **Constant COMMUNICATION with OC representatives (co-ordinator):**
contact with OC representatives at continental meetings or other opportunities, NOC Newsletter, Progress Reports, OC NOC Extranet, OC Website, Dossier and Manual Chef de Mission, Technical Manual (Sport Explanatory Books), Medical and anti-doping rules Other Documents and Guidelines issued by the OC (firearms and ammunition importation, frequencies for W/T, ...)
- **Commitment to provide timely, correct, accurate and consistent information regarding the preparation** = deadlines and rules should **be respected** by both
- **regular communication**, good working relationship and **finalizing all problems** with OC in the following areas:
 - Village Services – NOC Services – Accreditation – Sport Entries – Transport –
 - Security – Ticketing – Medical issues – Accommodation



NOC – OC Relations 2

Exchanging forms, information, questionnaires, deadlines, payments:

- Up-to-date **Estimated Team Size** info
- **Dignitaries and VIP Guests** involved
- **Rate Card** (renting equipment in OLV)
- **Medical info** (Health Care Professional Notification, M.D. temporary licences, Importation of Medical Substances and Devices)
- **Import** of Firearms, Ammunition and other goods
- **Frequencies** for W/T and other **Technology items**
- **Financial matters** - invoices & payments (accommodation, Rate Card)
- **OC:** strives for early deadlines x **NOCs:** strive for late(r) deadlines
- **OC:** has limited means of enforcing deadlines and timely payments
- **NOCs'** particular financial practices (state resources, fiscal practices)



NOC – OC Relations 3



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NOCs expressing discontent

- NOCs individual approach to their own individual matters
- NOCs join efforts quickly and strongly for common goals
- NOCs mobilize other resources / influences (IOC, IOC Members, EOC)
- NOCs with more sophisticated Games operations
- NOCs require early decisions anyway are flexible and (usually) respond well to subsequent changes

OC Senior Management

- Sensitive reaction - internal challenges and complications
- OC see NOCs as a demanding group (NOC visits at times burdensome)
- concerned about changes and about “domino” effect
- reluctant to finalize
- concerned individual cases and exceptions - policies

Strongest internal concerns: Sport and mutual success !!



PRE-GAMES ACTIVITIES 1

CZE NOC – main starting points, intentions and goals

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- **Fundamental is** experience, evaluation and documents (issued by IOC, EOC, OC, NOC)
- **Visits in host city** – general view, specific needs
- **Creating concept, strategy, suitable timeline and deadlines**
- **Intentions of support** : highest performance / results and solidarity (on the other hand)
- The **same approach** to summer and winter sports (long tradition in CZE)
- NSFs are responsible for long term **sport preparation**
- NOC is **supporting** NSFs and **creating** Olympic Events Teams
- **Financial and other support** for specific needs of Olympic preparation
- **Teamwork, discussion and close cooperation** with all stakeholders
- **Arranging conditions** for the Team (in OLV – out of the OLV); clear tasks
- **Creating friendly environment** (we are in the same box), no stress, no result's planning
- **Positive motivation** (financial is only symbolic)
- **None doping cases**; seminars and trainings are held to various topics (jet-leg, etc.)

All above should result in the successful performance of the CZE Teams in Olympic Events (multileveled evaluation, not only medals)



PRE GAMES ACTIVITIES 2

Technology and devices

- furniture, fixtures and equipment (**FF & E**)
- **office equipment** (faxes, photocopiers, printers)
- **telecommunications** (fixed and mobile)
- **technology** (internet access, information system, computers)
- **medical equipment**
- **sports specific equipment** (incl. W-T, local SIM x cell phones)
- **audio visual**
- **transport** (cars, VAPPs)
- what equipment NOCs receive **free of charge** from the OC, whether to **import** equipment, **hire** through OC Rate Card, **rent or buy** items locally

NOTE: Check power sources and electrical plugs if importing equipment from home country!



PRE GAMES ACTIVITIES 3

Clothing & Team equipment

- Uniforms, branding – **identification** with the National Olympic Team
- The NOC **is generally responsible** for providing of clothing their delegation for the Games (e.g. NOC formal and casual wear, accessories and miscellaneous items)
- **Highlight to NSFs** that the Olympic Charter gives the NOC the right to provide the Olympic team with all clothing
- The NOC **may choose to grant the NSFs** the responsibility for providing competition clothing and footwear
- In any case, clothing, equipment, accessories and footwear must conform for all Olympic events to the **Rule 51** of the Olympic Charter
- Ensure NFs and athletes **are aware of branding** / sponsorship rules which should be defined clearly in the athlete / NSF / NOC contract



PRE GAMES ACTIVITIES 4

Sponsors

- With an **appropriate sponsor servicing structure**, sponsors can become powerful media allies that help promote the NOC, the team and the Olympic message
- **Advise sponsors of the rules** regarding the use of athlete images, particularly during the Games period
- **Re-negotiate sponsorship deals immediately** following the Games while sponsor enthusiasm is still high
- Work towards giving your sponsors a **unique and unforgettable experience** at the Olympic Games



NOC and NSFs Collaboration - 1

- **All stakeholders** across Olympic sport are working in partnership focussed on a common goal
- **objectives / mission** of NOC at the Games
- **expectations of NSFs** (e.g. number of accreditations, venue access, decision making power)
- **specific requirements of NSFs** in relation to the Games, particularly the needs of the athletes
- **understanding of the Games rules** / regulations / requirements / obligations
- **regular meetings** both formal and informal to discuss:
 - IOC and OC rules – major deadlines of NOC / IOC / OC / others – athlete information provision – selection criteria (IOC / ISF / NOC) – monitoring of pre-Games athletes performance – final selection dates – creating of accompanying team officials – Olympic Charter Rules - calculation and role of team officials at the Games – NSF specific requirements (e.g. transport / equipment) - Anti doping activities



NOC and NSFs Collaboration - 2

- **NOC policies** / Games time operations
- all **available information** on the host city and the Games (include regular updates)
- national **participation criteria**, sporting nationality issues
- **accreditation** details, athlete biography information
- **medical aspects** / protocol / doping information / education
- **expected number of athletes**, athlete contracts and eligibility forms
- athlete image / **sponsorship issues**
- **clothing information**; **travel and technology** requirements
- Chef de Mission Seminar **information and updates**, views and opinions on Games matters
- **continental meetings** information and updates after NOC visit to host city and OC
- **care of athletes** (camps, qualification, scholarships for promising athletes, special financial fund for medallists)
- **Target - oriented and tailor - made support**; to guarantee professional conditions and maximal promotion (information, financing)



GAMES TIME OPERATION



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Games time role and particular responsibilities of President / Secretary General / Chef de Mission should be clarify

- NOC should **set up** team organisational structure
- **define roles and select personnel** to fill roles adequately (for example DRM)
- **set-up reporting mechanism** and outline decision making process
- **create critical path** for NOC preparations for the Games
- create NOC **Games operational plan** and cooperation with OC
- **support delegation** during competitions
- assist and integrate with **government representatives** during the Games
- assist and meet with NOC **sponsors, VIPs**
- attend **delegation functions** (medals celebration)
- acknowledge and assist national / international **media**
- develop **crisis management policy** (e.g. doping cases, security, transportation, ...)
- define activities **in the NOC territory** (NOC Secretariat, use of Athlete image)



GAMES TIME OPERATION - MEDIA

- The NOC is responsible for ensuring their national delegation receives **maximum media exposure and positive publicity** in the build up to the Games and during the Games, both nationally and internationally
- The NOC should ensure that their delegation, as well as the Olympic Movement in general, is **portrayed in a positive manner** at all times
- The NOC should **assist national journalists** in obtaining accreditation, accommodation and, if possible, transport to the Games
- The NOC should **be pro-active and re-active** in its relationships with the media, alerting them to stories of interest, facts and figures, athlete biographies and general Games information
- Give national media **appropriate access to your delegation members** at pre-Games and Games time
- Delegation **members CANNOT act as journalists** or in any other media capacity for the duration of the Olympic Games period (Olympic Charter Rule 51)



Post Games administration (Debrief)

Assess analytically and systematically the performance and efficiency of the delegation at the Games by reviewing:

- **Final Report** from the Games to be issued 1 month after the Games
- **athlete performance** and personal bests and NOC performance
- Capture: **essential data** (athlete numbers, costs, equipment etc.)
- **administration effectiveness and finance**
- **delegation feeling** and harmony; athlete enjoyment – social / team spirit
- **compare world** / international sporting standards, NOC standards / goals
- **questionnaires** with athletes, team officials, others
- **Financial reimbursement** (damages, final statement)
- **Discuss and review debrief with:** Chef de Mission, medical staff – medical reports, athletes, team officials, NSFs – team by team, government, sponsors, media representatives, General Ticket Sales Agents (if applicable), debrief government / ministers who attended the Games



Output from evaluation? Positive and negative points description and conclusions. Plan of action and recommendations for future Games.

SUCCESS ???

Yes, we are looking for it !!!

*„There are many paths to the top of the mountain,
but the view is always the same.“*

Ancient Chinese Proverb



SUCCESS

- **Performance**

- Invitations x Number of athletes qualified x Participation
- Athlete performances & Medals
- Media and Public content

- **Administration**

- Athletes welfare
- Fiscal responsibility
- Fun / Olympic spirit
- Promotion of Olympic movement
- International experience
- Cultural education
- Organisational goals reaching





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“Sport does not live in splendid isolation”

Jacques Rogge, Beijing, 25 October 2007



LIVING THE OLYMPICS

CZE NOC and co-operating bodies

NATIONAL LEVEL

- **NATIONAL SPORT FEDERATIONS (NSFs)**
- **Government - Ministry of Education, Youth and Sport**
- **Other state ministries**
- **3 Sports Centres (University sport, Ministry of Defence, Ministry of Interior)**
- **Partners / sponsors / donators**
- **Non-governmental organizations**
- **National Anti-doping Committee**
- **Medical centre for Elite Athletes**





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CZE NOC and co-operating bodies

INTERNATIONAL LEVEL

- **OC – Organizing Committee**
- ISF (confirmation of Athletes eligibility)
- IOC & OLYMPIC SOLIDARITY
- EOC (European Events)
- ANOC (assistance in „open“ issues)
- WADA (whereabouts, TUE - *Therapeutic Use Exemption*)
- CZE Embassy in host city (visas, transportation, security, health, legal issues)



NOC MANUAL for preparation towards Olympics - 1

Created in 2005 – general planning document, not specific for any Games

- In details describing all kind of activities, responsibilities and deadlines as well towards Olympic preparation and taking part:
- **Cooperating bodies** (both national and international)
- **Contracts, Guidelines, Documents and Agreements**
- **Budget and financing**
- **Relations with NSF** (consulting, seminars, financing, training camps, medical care, anti-doping, specific requirements, Olympic Grants, Scholarships, administrative activities, contracts, etc.)
- Cooperation and data collection is led **through on-line system**
- **OC** (visits, payments, Rate Card, team size, accommodation, allocation, technology, transport, accreditation and entries, etc.)



NOC MANUAL for preparation towards Olympics - 2

- Entire agenda and activities of the „Olympic Staff“ (HQ)
- Activities of the Czech Olympic Marketing Agency
- Hard and permanent work with Media
- Hospitality Programme for Dignitaries, Sponsors and Guests visiting Olympic events
- Operating of the Czech Olympic House – programme, catering and „drinking regime“
- Ticketing
- Transportation (to/in/vice versa host city)
- Accommodation
- Team uniforms, equipment and branding policy
- Cooperation with Czech Embassy, Olympic Attaché and Assistants



Role of Key Management - Chef de Mission

CdM is the Games delegation and operational leader; should be able to delegate responsibilities and solve problems quickly, decisively and informatively. Responsibilities include the following:



- lead NOC representatives in **pre-Games visits**, attend the **Chefs de Mission seminar**
- ensure that all NOC athletes and team officials' **needs are met**
- **collate** Games information **and diffuse accordingly** (e.g. to NSFs, medical personnel, athletes, media)
- **liaise with the OC** to solve NOC issues, attend pre-DRM and DRM
- define and implement the **Games operational plan** to achieve the NOC's Games objectives
- **supervise** clothing, equipment, finance, transport, accreditation and accommodation issues
- **oversee team administration** and logistical support in the Village
- **attend daily** Chefs de Mission meetings



Role of Key Management - Chef de Mission

Responsibilities include the following:

- **liaise with media** regarding sports preparation, administration and athletes results
- **ensure arrivals / departures** of delegation are completed efficiently and trouble free
- **hold regular meetings** with contact person for each NSF
- **supervise the administration** of Village guest passes
- **organise** team attendance at Team Welcome Ceremony, Opening and Closing Ceremonies and team functions
- **investigate Village problems and issues** concerning the team
- **implement crisis management** procedures for the team if necessary
- **manage NOC finances** (including petty cash)
- provide **post Games report** to NOC



OLYMPIC STAFF (HQ)

Responsible for providing entire conditions, fully active 1 - 1,5 year before Games; all above mentioned principles of Olympic preparation are projected to its activity; Nominated by EB of the CZE NOC; consists of 10 experienced persons which are mostly transformed from preparation group into Olympic staff (Ac and Ao):

1. Chef de Mission (responsible for all)
2. Deputy Chef de Mission (international and NSFs relations, accreditation, entries, Rate Card, accommodation, camps, ...)
3. Financing matters, insurance, gifts, promotion
4. Press Attaché (relations to media, incl. issuing the Media Guide)
5. Communication, technology, equipment, cargo, security
6. Transportation (both people and cargo)
7. Uniforms, branding, packing, issuing
8. Medical care, anti-doping matters
9. Marketing relations, Czech Olympic House, hospitality programme
10. Protocol, Dignitaries, Guests of the NOC





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Role of the Olympic Attaché, Assistants, (Envoys), Drivers, etc.

- **Liaison for relations** with OC and other bodies in Host City
- Assisting with **arranging accommodation** for the CZE Team, Partners, Guests and ATO
- Arranging visits of the NOC representatives
- **Arranging conditions** for Teams taking part in testing events, camps
- **Legal advisor** for the CZE NOC
- Contact with the **Czech community** in Host City
- **Recommending assistants** to OC
- **Role of Assistants (Host) and drivers** – during the Games





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Olympic events preparation - No additional bureaucracy for the NOCs?



Basic documents – issued by IOC



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- IOC Olympic Charter (Basic Universal Principles of Good Governance of the Olympic Movement, Eligibility Conditions, Rules 41 and 51)
- EOC Charter for EYOF
- IOC / EOC Qualification and Participation Criteria
- IOC Accreditation and Entries at the Olympic Games - Users' Guide
- IOC Olympic Marketing Guide for NOCs, IOC Marketing Tools for NOCs
- Olympic Solidarity Programmes Information & OS Sport Administration Manual
- IOC Internet Guidelines
- IOC Anti-Doping Rules & World Anti-Doping Code
- TOP Partners Product Categories
- IOC Ticketing Code of Conduct
- IOC Manufacturer Identification Guidelines
- Prohibited Classes of Substances & Prohibited Methods list
- EYOF Commission Manufacturer Identification Guidelines for EYOF



OLYMPIC
SOLIDARITY



Basic documents – issued by OC

- Dossier and Manual Chef de Mission
- OC Accreditation Manual
- OC Accommodation Manual
- OC Drug Formulary
- OC Explanatory Books = Technical Manual for Sports
- OC Guide to Customs and Freight Forwarding
- OC / NOC / GSA Ticketing Sales Agreement
- OC Media Guide
- OC Medical Guide
- OC Rate Card Manual
- OC Sport Entries Guide
- OC Support Grant Policy for NOCs
- OC Technical Doping Control Guide
- OC Ticketing Sales Guide
- OC Transport Guide



Basic documents – issued by NOC



- **Four year Programme of the CZE NOC**
- **NOC Manual – Preparation for the Olympic Events**
- **Marketing project for the Olympic period**
- **Financial contribution for NSFs (Olympic Development Programme 2009-2012)**
- **CZE NOC qualification criteria for the Games**
- **Bonuses for Medal winners (Athletes & Officials) – just for Olympic Games**
- **Information brochures towards respective Games (Information for Participants about city, country, Medical care, Anti-doping rules, etc.)**
- **Anti-doping Programme and Athlete's Anti-doping Announcement**
- **Contracts (NOC – NSF's, Athletes, Officials, Eligibility Conditions, Parent's Acknowledgement)**
- **Final nomination for the Games – EC or General Assembly (3 weeks ago)**
- **Final post Games Report**



CONCLUSIONS 1

- Data in above presentation are concerned to the preparation towards various Olympic Sport Events
- The **NOC is responsible** for the delegation, the welfare of athletes and team officials, decision making and leadership on behalf of their country
- Efficient Games time administrative services will **enable athletes to concentrate** on their sporting performance
- Create **the best conditions** as possible for the Team (without stress, waiting time, etc.)
- NOC Administration is **conducted in a complex** and ever changing environment where the NOC has to respond and adapt to various issues and problems
- It is important that the NOC administration makes the **Games experience enjoyable** and relevant to their athletes and team officials
- **Sufficient communication** and co-operation between NOC and OC anytime
- **Sport** performance and **administrative** goals



CONCLUSIONS 2

- Sorry for lack of photos, pictures and for „non-creative access“ in the presentation
- Presentation was more focused on the data, policy, information and procedures

Olympic planning, preparation and success is based upon:

- **Complex** of targets and activities
- All NOC could have **similar intentions and goals**
- **Differences** are in the size of the Teams, procedures, NOC's budgets & individual approach
- **Fundamental influences** „scoring“ for success are: reasonable strategy, financing, well-organized and professional team work, fulfilment of deadlines and schedules and sufficient communication
- **Be pro-active** rather than re-active! **Be not afraid to innovate!**

Such a complex approach mentioned above should prepare the best environment for the NOC Team during the event



***‘If we do what we did for the last Games we will be nowhere,
if we follow the best practice internationally we may just be
competitive,
but if we fill each day with initiative we will win medals’.***

Motto of Rob de Castella,

Director, Australian Institute for Sport (1995)



Your attention was highly appreciated!

