

[IAAF

Competition Organisation Manual

A Practical Guide

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INTERNATIONAL ATHLETIC FOUNDATION



**IAAF Competition
Organisation Manual**
A Practical Guide

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By Bill Glad & Brian Roe



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International Association of Athletics Federations
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MC 98007
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To Artur Takac – Sportsman, Organiser, Leader and Teacher. You helped many to see what is good, what is right and what is possible in sport. BG

To Graeme Briggs, AM – Whose teaching, innovative thought and insistence on method, even for the smallest meetings, provided the inspiration for my contribution to this work. BR

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MESSAGE FROM THE PRESIDENT



Competition is the most important service our sport of athletics can provide to its participants and the most valuable product we can offer to the market. Working with local organising committees, the International Association of Athletics Federation and its six Area associations deliver championships and other major events with a very high standard of organisation and presentation. Other events, such as the Grand Prix and Golden League, are very professionally organised and, as a result, they add to the attraction and visibility of the sport.

However, we face a constant and increasing challenge from other sports and the many other entertainment and leisure opportunities offered to people these days. A key factor in the future development of athletics will be the sport's ability to raise the standard of event organisation at all levels of competition, including in the schools and the clubs. For me it is clear that every meeting contributes to the sport's image and that we must never cease looking for more effect ways of organising so that we can build up that image.

My vision is of a worldwide community of organisers who exchange experience and ideas and who, like athletes, strive to surpass their own performance and improve the quality of the events they offer in a constant and never-ending process.

I am pleased that the International Athletic Foundation could assist the IAAF and its Member Federations by making possible the production of the IAAF Competition Organisation Manual. This very thorough resource will contribute to the understanding of organisers, both novice and experienced, and will, I believe, become a standard reference used throughout the sport. I hope it will also become a platform for innovation and new ideas in this field.

On behalf of the Foundation and the IAAF, I thank the authors, Bill Glad and Brian Roe, for their work to compile this manual and everyone else involved for their input.

Lamine Diack
President
International Athletic Foundation
International Association of Athletics Federations

ABOUT THE AUTHORS

Bill Glad (GBR) has been involved in athletics from club to international level for more than 35 years. He has lectured on administration and competition organisation in more than 20 countries and he has written and edited numerous publications on the sport. From 1986 to 1994, he was the Deputy Development Director at the IAAF and he is currently the Member Services Manager for European Athletics.

Brian Roe (AUS) has been involved in the organisation, management and conduct of athletics competitions since 1974 - from grass roots events to the highest international levels. He was Competition Director for the 2000 Olympic Games in Sydney, was an International Technical Official from 1988 to 2005 and is a member of the IAAF Technical Committee.

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PREFACE

Competition is the lifeblood of athletics. It is essential for the development of athletes and it is the showcase for the sport. Where a country's competition programme is weak because of a lack of events, inadequate co-ordination or poor staging, it is unlikely that individual athletes and a strong athletics culture will develop. With attractive, well-run competitions, the sport will help athletes to reach their full potential and will build its public profile.

Promoting a national competition programme that caters for all levels of performance is a fundamental task and obligation of a national athletics federation. To deliver such a programme, federations need to work with many partners, such as schools, clubs, the military, and private companies that promote athletics competitions. An important element of the co-operation possible in this area is the transfer of specific skills and knowledge that will help to develop the ability to prepare and stage meetings well.

The organisation of an athletics meeting can be a demanding and complicated job but it is not necessarily difficult. The keys to success are common sense and an understanding of the myriad tasks and details involved. The rules of events are well covered in the *IAAF Competitors Rules*, other official competition rules and specialist publications, but until now details on the behind the scenes organisational aspects have not been widely available.

To address this gap, the IAAF and the International Athletic Foundation have staged basic and advanced level seminars on the topic at IAAF Regional Development Centres and other locations around the world. They have also asked the authors to prepare this manual so that it can be used on these educational measures or as a stand-alone resource.

Aim and Audience

The authors' aim for this manual is to help improve the quality of athletics meetings on all levels, from a school sports day to a national championship to an international invitational meeting. Although many of the ideas contained herein can be applied to other types of competition, the focus is on track and field meetings. Considerations for the staging of road races, cross country races and other events that take place away from the stadium are outlined in Appendix V and are dealt with in detail in other IAAF publications.

Our target audience includes any organiser of an athletics meeting – beginner or experienced, volunteer or professional – who wishes to see his or her event run more effectively and to derive greater enjoyment from the effort.

The Approach

It is our belief that systematic planning and good ideas can make the difference between mediocre and well-run athletics meetings. In this manual, we concentrate on the basics of organising a meeting in the hope that the reader will build on them in the planning process. We have included principles of best practice and tips gathered through our experience and that of others we have come into contact with through our work in the IAAF Development Programme.

Where it is appropriate, we have discussed the application of our ideas to meetings of different sizes and natures. Where it is clear that circumstances will largely dictate practice, we have presented principles and advice rather than rules to be rigidly followed. Where we have been more definite about roles and responsibilities, particularly in our coverage of the

technical operation of the individual events, the latest international competition rules and the developed practice of technical officials have been followed.

As a practical tool for the preparation and management of a meeting, we have concluded the chapters with basic checklists of key points for the chief organiser. Where appropriate, additional checklists of details for specific areas of operation have been included as schedules to the relevant chapters. There will be some overlap between

the lists in different chapters, just as there are overlaps between the information given in chapters and even sections within chapters. The checklists provided should be seen as suggestions for starting more detailed lists specific to the requirements of the particular meeting. To ensure that all tasks are successfully accomplished in the proper time frame, organisers are strongly encouraged to compose their own lists and use them.

ACKNOWLEDGEMENTS

This manual was first conceived in 1991, more than 16 years before its publication in the current format. During the time it has taken for it to evolve, many people have contributed directly and indirectly to the final product. We are grateful and indebted to them all.

In particular we would like to thank Bill Bailey (Australia), Luciano Barra (Italy), Irv Barros (Canada), Norman Brook (Great Britain), Tiziano Campedelli (IAAF), Elio Locatelli (IAAF), Brian Mondschein (USA), Eric Savard (Canada), John Velzian (Kenya), Björn Wangemann (IAAF), Georg Wieczisk (Germany), Pierre Wiess (IAAF), Mike Whittingham (Great Britain) and the Chairman and members of the IAAF Development Commission for their valued input.

We would also like to thank UK Athletics for permission to use the source material that is the basis for the Generic Risk Assessment Schedules in Appendix II.

To provide consistency between IAAF publications we have drawn on the diagrams and other materials contained in *The Referee (Le Juge Arbitre)* and we acknowledge the work of the authors Denise and the late Robert Blanchet (France).

Finally, we would like to thank the International Athletic Foundation for its generous support of this project.

PART I

GENERAL PLANNING AND ORGANISATION





1 THE ORGANISING COMMITTEE

Early in the preparation of an athletics meeting, members of the group that will organise and stage it will identify themselves by their interest and enthusiasm for the project. It may be that the initial group is all that is required to deliver the event. On the other hand, there may be a need for additional personnel to join the group in order to share the work and provide useful skills. In most cases, once the decision to proceed with the meeting is taken, the group will function as the organising committee (whether the name is used or not). It is helpful, therefore, to develop an understanding of how organising committees are set up and function.

A. Types of Organisers

Organisers of athletics meetings can be classified into three main categories:

1. The promoting organisation

The majority of meetings around the world, including examples of every size and type, are promoted by established organisations that include staging meetings with their other purposes. These cover events put on by clubs

(athletics clubs and other types of clubs), educational institutions (schools, colleges, universities, etc.), governing bodies (national, regional, for specific groups, etc.) and other authorities (civic parks departments, facility owners). The promoting organisation may act as the organiser and focus all of its resources on the task or it may appoint a committee of its members for the project.

If there is a willing work force within the organisation and if expertise has been built up through the experience of staging meetings over time, this type of arrangement has many advantages. The most important is that the work can be spread around to people with a variety of skills and interests. However, if the necessary experience and skills are lacking or if the organisation's other responsibilities are too demanding, this arrangement could lead to a compromise in the quality of the meeting.

2. A body with the specific purpose of promoting a meeting or a number of meetings

Many meetings are organised by a body set up specifically for the project or a number of similar projects.

Included in this category are organising committees set up by promoters as separate entities, possibly bringing in outside individuals and representatives of other organisations. This arrangement is used when promoters conclude that a meeting cannot be staged using internal resources only, that they cannot bear all the financial or legal risks involved or that organising the event internally would be an unacceptable distraction from their other purposes. This category also covers promotion companies, which have professional event management personnel and other resources available, that organise their own meetings or meetings on behalf of others. These normally have a very similar structure to volunteer organising committees.

This approach is particularly relevant for meetings the nature of which places great demands on organisers (such as major championships or high-profile invitational meetings). A danger in these situations is that the purpose and priorities of the promoter and those of the organiser may not always be the same. In such an arrangement, maintaining communication and mutual understanding becomes a key challenge.

3. An individual

A promoter may appoint an individual from within the organisation (teachers, youth club workers and coaches commonly find themselves in this position) or an outside person to take on the tasks involved. These individuals may be professional or volunteer and may need to work part or full time, depending on the size and nature of the meeting. It is, of course, possible to organise a meeting single-handedly. Those meetings with a small number of competitors and relatively simple services are cases where this arrangement can work well. However, even the most energetic individual organiser will require assistance from others, if only to act as competition officials for staging the meeting on the day.

Advantages of this approach include a clear line of responsibility and the organiser having complete control over the work. The main disadvantage of the single organiser arrangement is that it can place great demands on the individual, possibly reducing his/her enjoyment of the project and or compromising the quality of the meeting. This arrangement also tends to inhibit the

development of organisation skills in others for future events.

B. Establishment of an Organising Committee

Of course, the ideal arrangement for organising depends on the nature and other circumstances of the proposed meeting. The priority for a promoter is to find a way that is going to work. If a particular arrangement has functioned well and been successful in the past, it is probably best to continue with that option.

In the majority of cases, however, the most appropriate arrangement will be to set up an organising committee and give it the necessary authority and resources for the tasks and responsibilities required to stage the meeting.

1. Size and structure

The size and structure of the organising committee should reflect the size, degree of complexity and circumstances of the meeting being planned. Generally, a balance needs to be found so that the committee is large enough that work can be spread around and individual members are not overloaded by tasks delegated to them but small enough to function effectively.

The committee for a smaller, simpler meeting could be an informal group of individuals taking responsibility for the different areas of work required. Schools meetings, club matches and open meetings are routinely organised by a handful (or less!) of volunteers in their spare time. The division of responsibility in such a committee could be:

- Co-ordination and Administration
- Finance
- Facilities and Equipment
- Competition Management
- Logistics and other services as required
- Marketing and Promotion

Larger, more complex events will require a larger group with specialised roles, possibly organised into sub-committees.

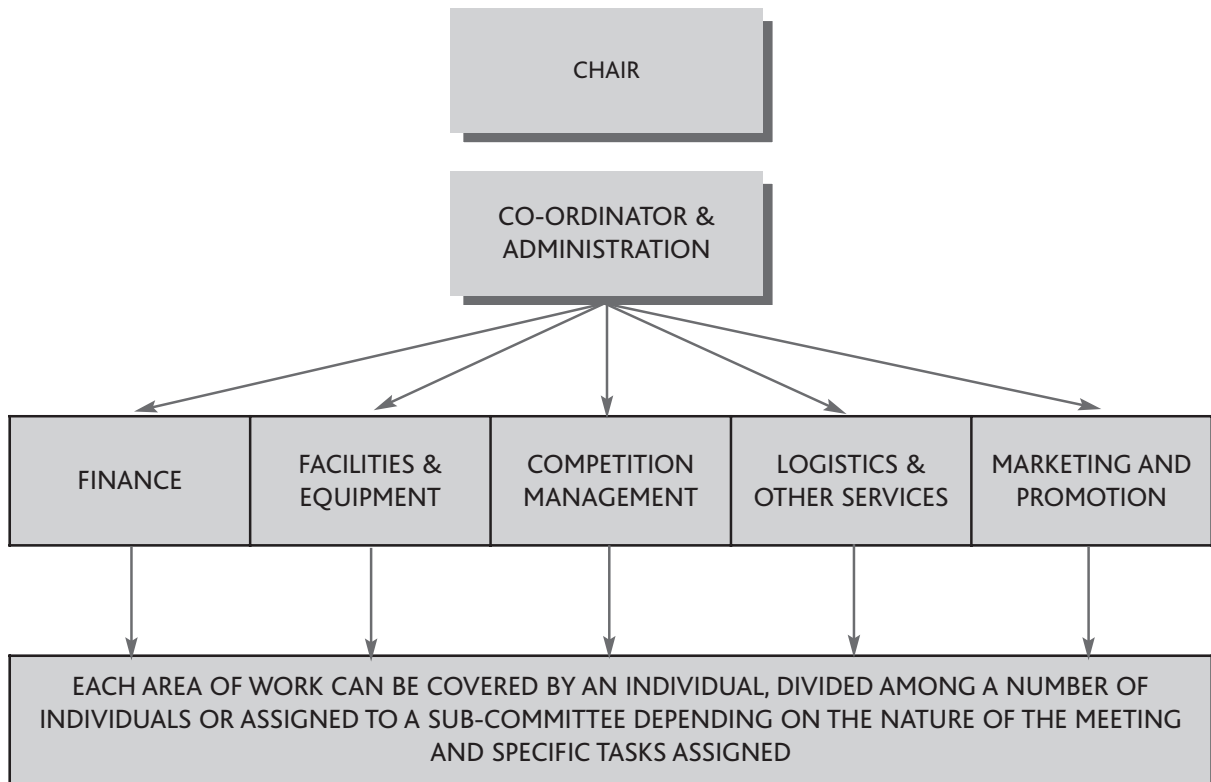


Figure 2.1 Main areas of responsibility and tasks for an athletics meeting.

It is recommended that a new organising committee start with a small core membership. Members and complexity should be added only as the plans develop and needs are identified. Bringing in people before they have a clear role creates the risk of leaving them with little to do and it wastes their time. This, in turn, can make it harder to recruit help in the future.

2. Membership

Availability and willingness to do the required work are the main considerations when recruiting members for an organising committee. Other helpful attributes include:

- Knowledge of athletics
- Experience in organising athletics competitions
- Qualification as a competition official
- Contacts inside and outside the sport

The organising committee should include one or more representatives of the promoting organisation and of

the operator of the facility to be used. However, although it is important to have representation from these organisations, it is a mistake to automatically give such individuals key responsibilities, particularly if there are people with more relevant skills and experience available.

For larger, higher profile events, individuals with experience in business, managing people and working with the media should be sought.

In any case, it is essential that all members of the organising committee have the success of the meeting as their primary target. When they are invited to take part, it should be made clear what their responsibilities are, that the workload will be heavy and that regular attendance at planning and organisation meetings will be essential. Only with committed personnel will an event have a chance of being successful.

Promoters not specifically connected with athletics or lacking experience in the organisation of athletics meet-

ings would find it useful to start by inviting officials from a local athletics club or governing body to act as a member or advisor to their organising committee.

3. Organisational chart

A useful, some would say essential, tool for managing the work of any organising committee is an organisational chart, which includes the names of the individuals involved. The purpose is to give a visual guide to the structure of the committee and those to whom responsibilities have been assigned.

C. Roles

1. The Secretary

The most essential factor for the success of any athletics meeting, including those where no formal organising committee is set up, is the appointment of competent person to co-ordinate the work. In every case, the position calls for an individual who is responsible, willing to work beyond the call of duty and be a real leader, communicator and motivator.

Where there is only a single organiser and in other smaller meetings, the Secretary (sometimes called the Organising Secretary or General Secretary or Meeting Director) will do much of the work involved in preparing the meeting. In cases where the event is larger and more complex, he/she will be responsible for managing the day-to-day work of the volunteers and/or staff and relationships with contractors and suppliers.

The Secretary is also normally responsible for administration, including the service of the organising committee (preparing agendas and minutes of meetings as well as other documentation) and general administration (for smaller meetings) or co-ordination of general administration (for larger meetings).

For smaller meetings, the Secretary's role sometimes includes acting as the Competition Director and or Meeting Manager (see Chapter 9) to manage the meeting on the day. For major events, it is more common that other individuals are appointed for these roles. They, of course, work very closely with the Secretary.

Valuable attributes for a Secretary include:

- Previous experience
- Good technical knowledge of athletics
- Administrative skills
- Capacity for hard work
- Patience
- Attention to detail
- Ability to think ahead and apportion duties for others
- Enthusiasm
- Diplomacy
- Good communications skills
- Good "people" skills

TECHNICAL DELEGATES

For major championships and events under the control of international governing bodies, the Secretary will be responsible for working closely with the appointed Technical Delegates to ensure the competition is conducted according to the relevant regulations.

2. The Chair

For meetings where a formal organising committee is set up, there will normally be a need for someone other than the Secretary to chair the committee. The primary role of the Chairman/Chairwoman is to guide the decision-making and policy of the organising committee.

This role includes chairing meetings of the organising committee and other groups and ensuring that the responsibilities of individuals and sub-committees are carried out properly. The Chairman/Chairwoman may also be allocated specific tasks to undertake personally.

Attributes that are valuable for a Chairman/Chairwoman include:

- Ability to run meetings
- Prominence in local activities
- A wide circle of influential friends and contacts
- A vision for the meeting
- The ability to see that things get done

3. Financial administration

Some meetings, such as schools matches or a club meeting, may have little or no financial element and thus no requirement for someone dedicated to financial administration. In cases where money will be taken in and paid out, the Secretary should not be burdened with the extra work and responsibility of handling the financial aspects of the meeting. Instead a Treasurer or, for larger events, a Financial Director should be appointed.

The tasks normally included in this role include working with the Secretary to draft the budget for the meeting, controlling the cash flow, balancing the bank account and preparing reports and final accounts. For further information on financial procedures, see Chapter 4.

4. Other Organising Committee roles

As the plan for the meeting and the services to be delivered develops, the areas of responsibility and the personnel requirements will become clearer. Individuals and, if necessary, working groups or sub-committees responsible for the preparation and delivery of these requirements can then be appointed.

Though it is not necessary, or indeed practical, that everyone involved in the organisation of a major event is on the organising committee, it is strongly recommended that the leaders of each working group/sub-committee are included to ensure good co-ordination.



Organising Committee Basic Checklist

- ☐ Organising Committee formed
- ☐ Secretary (or Organising Secretary, General Secretary, Meeting Director, etc.) appointed
- ☐ Organising Committee Chairman/Chairwoman appointed
- ☐ Treasurer or Financial Director appointed
- ☐ Financial management arrangements agreed
- ☐ Required areas of responsibility identified and responsible Organising Committee members or sub-committees appointed
- ☐ Organisational chart produced



2 THE DATE AND VENUE

Among the first decisions to be made when organising an athletics meeting concern when and where the event will take place. Often circumstances, such as a meeting's traditional position on the fixture calendar or the necessity of using a particular facility, will dictate the choices. Where there are options, organisers should consider the relevant factors and strive to make good decisions at the outset. Changing these fundamental arrangements once they have been placed on the fixtures calendar and announced publicly can be very difficult and trying to do so may compromise the quality of the event or lead to its cancellation. This chapter explores the key considerations for making these arrangements.

A. Selection of a Date

It is very important that the date of an athletics meeting be set as far in advance as possible. For meetings that do not have a traditional date or fixed position on the calendar, particularly major meetings that hope to include elite athletes or athletes from abroad and attract TV coverage, setting a date a year or more in advance is not too soon. This amount of time allows for inclusion on the appropriate national, regional and international

fixture calendars as well as for application and granting of the necessary permits.

Six months should be considered the absolute minimum for any other meeting, provided the requirements of the relevant fixture procedures can be met, as this period will be required for planning and preparation.

The following factors should be considered in the date selection process:

1. Target group

If the competitors expected to take part are not determined from the start by the nature of the meeting, the target group, or groups, of athletes should be selected as a part of the initial feasibility work for the project. In other words, a decision on for whom the meeting is being held must be made. Considerations include:

- Age
- Gender
- Performance level
- Affiliation to clubs, schools, regional or national teams, etc.
- Geographical location

Organisers should understand the general training and competition programmes of their target group(s) and should consider any other factors, such as the need to travel long distances to the meeting, which may be relevant.

2. Fixture calendars

The latest available fixture calendars of the national athletics federation and other relevant organisations (IAAF, regional associations, school sports governing bodies, etc.) should be studied to get a feel for the distribution of meetings and any gaps in provision that might exist for the target groups. At this time, the procedures for applying for a date on the calendar, including deadlines for submission of applications, should be reviewed.

3. Clashes

Organisers should make contact with the national athletics federation and other relevant organisations to see if there are plans for changes to the dates to already listed meetings or meetings planned that might be counter-attractions for the targeted group (s) of athletes or affect the availability of competition officials and other volunteers. The local media and civic authorities should also be consulted for similar information. A list of other activities, sporting and non-sporting (national celebrations, festivals, concerts, elections, etc.), should be compiled and considered from the point of view of their effect on ticket sales and media coverage.

4. Availability of venue

See section C below.

5. Cost differences

If there are differences in the costs of required items or activities for different dates or periods, these should be noted and taken into account.

6. Sanctions and other permits

The relevant authorities (governing bodies, local government, police, etc.) should be contacted to provide information on the time necessary for the application and decision process to obtain any sanctions and

permits required for the meeting. Venue operators should be able to provide information on the permits required for staging events in their facilities.

7. Availability of essential services

The police, ambulance service and the various contractors that may be required for the meeting should all be contacted for information on their availability and any requirements they might have. Included in this list should be the providers of accommodation and transportation if these services are required.

8. Climate

Are there periods where the weather or hours of daylight would be a factor in the staging of the meeting? If so, these should be noted and considered.

B. Setting the Date

It is suggested that an ideal date and at least one alternative date for an athletics meeting be identified. With the possibilities chosen, the applications and notifications required by the relevant fixtures procedure should be made.

C. Selection of a Venue

As with the date, an organiser's choice of venue for an athletics meeting may be limited by circumstances (a school or club may use its own facility, there may be only one track in the town, etc.). For major meetings, there will be regulations on the minimum requirements for the various aspects of the venue; facilities and equipment laid down by the governing body concerned. Prospective venues should be inspected to determine if they are appropriate or can be made appropriate.

The following factors should be considered in the venue selection process:

1. Availability

When the venue to be used is dictated by circumstances, confirmation of its availability for possible dates of the

competition should be obtained. In other cases, an accurate list of the dates on which prospective venues are available should be obtained.

2. Location

The following questions need to be asked to determine the suitability of the location of the proposed venue. Where is the venue located and what are the transport links? Is the venue accessible in terms of travel time and cost of travel for the target groups of athletes, support personnel, spectators, etc.?

3. Competition facilities and equipment

The inspections should determine if the prospective venues have the competition facilities and equipment required. Key items in this area normally include:

- Track (or area where a temporary track can be marked out)
- Warm-up areas (appropriate for the level of competition)
- Jump runways and landing pits (note whether these can be used in both directions)
- Uprights, crossbars and landing mats for high jump and pole vault
- Hurdles and where necessary steeplechase barriers and water jumps
- Throwing areas, cages and implements, in particular whether all throwing events on the desired programme are permitted on site
- Changing rooms and toilets
- Equipment storage areas
- Competition management and administration areas

Facility and equipment preparation is discussed in Chapter 5. It may be necessary to make repairs or improvements to the facilities and equipment available or to make temporary arrangements to supply certain items. These should be discussed with the venue operator as they could have implications for the meeting budget.

VENUE ROOM REQUIREMENTS

Major athletics meetings require a number of rooms and specific areas for competition management, administration, technical management, the operation of the media and other functions. The exact list and specifications will depend on the event and the regulations of the governing body involved.

In the venue selection process it is useful for organisers to keep the needs for the following separate rooms and areas in mind:

- Room for the Competition Director and Announcers
- Administration and computer areas (including area for the Competition Secretariat)
- Equipment and technical management rooms
- Call Room and holding area
- Post-event changing areas, showers and toilets
- Resting rooms for combined event athletes
- Media interview area
- Media working area
- Holding areas for the award ceremonies
- Doping control area (includes toilets and administrative area)
- Resting areas for competition officials, walking judges, etc.
- Technical Delegate working room
- Jury of Appeal meeting room
- VIP rooms

4. Other facilities and equipment

The inspections should also determine the availability of facilities and equipment for spectator services, event presentation and other envisaged ancillary activities. Key items in this area normally include:

- Car parking
- Toilets for participants and spectators
- Kiosks
- Scoreboards (for major meetings)
- Public address system
- Catering and hospitality facilities (for major meetings)
- Crèche

The number, size and specifications of these will depend on the nature of the meeting. It may be necessary to make temporary arrangements (parking in a field, hire of portable toilets or kiosks, etc.) that have implications for the event budget.

5. Safety factors

The design and upkeep of facilities and equipment should be checked. Refer to the risk management schedules in Appendix II during the inspection. If there is any doubt about the safety of an item, experts from the health and safety authorities, fire brigade, or other appropriate organisation should be called in for an opinion.

If there are deficiencies or problems they should be noted and addressed in discussions on the hire of the venue. Responsibility for repairs and upgrading should rest with the venue operator. Organisers may take on these tasks in exchange for reduced hire charges they but should get estimates for required work before making a commitment.

6. Security

This is particularly important in major meetings where well-known athletes are competing or large crowds are expected. Consideration should be given to how the layout of the venue will affect access control and the equipment and numbers of marshals that may be required.

7. Existing advertising, sponsorship and sales arrangements

Organisers of meetings that will have sponsors must determine if there will be a clash between the needs of their sponsors and advertisers with those of sponsors already contracted to the venue operators. Ideally, a venue will be provided “clean” of all advertising and sponsorship commitments, thereby allowing the organisers to make their own arrangements.

Organisers should also determine if they have the right to sell refreshments and other merchandise at the venue during the event and what, if any, conditions are placed on this activity by the venue operator.

8. Cost and conditions

The cost and conditions of hiring prospective venues should be determined and confirmed.

9. Venue permits

A check should be made to determine which, if any, permits are required (by local authorities, police, etc.) to stage a meeting in the chosen venue as well as the conditions and cost of these permits. Normally the venue operator should be able to give guidance in this area. Application should be made as soon as possible.

Hiring the Venue

Organisers closely linked to the operator of the venue to be used need only confirm its availability and check for any restrictions that might affect conduct of an athletics meeting. In other cases, the venue should be selected from the list of prospective venues then booked as soon as a date has been chosen and the financial questions for the meeting have been settled satisfactorily.

Where a venue is to be hired from another party, formal arrangements should be made. It is normal that there is an exchange of letters or a contract, depending on the practice of the venue operator. Organisers should take care to specify all their expectations, particularly with regard to repairs, safety concerns and advertising/sponsorship commitments, from the outset. They should also be prepared to pay a deposit.



Date and Venue Basic Checklist

- ☐ Target group of participants identified
- ☐ Fixture calendar studied for gaps in provision and potential clashes
- ☐ Procedures and deadlines for application for calendar date reviewed
- ☐ Availability of venue for proposed dates confirmed
- ☐ Procedures for obtaining required permits and sanctions reviewed
- ☐ Availability of essential services for proposed dates confirmed
- ☐ Climatic and daylight factors considered
- ☐ Ideal date and alternative(s) proposed to relevant authorities
- ☐ Meeting date confirmed
- ☐ Competition facilities and equipment, and required rooms inspected
- ☐ Other facility and equipment requirements considered
- ☐ Safety and risk management requirements and factors considered
- ☐ Security requirements and factors considered
- ☐ Existing advertising and sponsorship arrangements checked
- ☐ Required venue permits obtained
- ☐ Venue hire contract prepared and signed



3 THE COMPETITION PROGRAMME

A second set of decisions to be taken early in the preparation of an athletics meeting cover the programme of events. For some, there is only one decision, as the choice of the type of meeting and the relevant regulations will dictate the competition programme. In other cases, the organisers choose the type of meeting and are free to design their own programme, the details of which (events, timetable etc.) can be worked out at a later stage. In this chapter, the considerations for developing the competition programme are discussed.

A. Types of Meetings

The main options for the type and structure of athletics meetings are:

1. Match

Matches are meetings of two or more teams (representing schools, clubs, countries or other organisations) with a number of athletes from each team per event. Scoring to determine the winning team is based on placings in the events (there are various points systems used).

Athletes of all performance levels take part in matches. Though most will take part by being chosen for their team, it is possible to have invited non-scoring guest competitors in events and even guest events that are not actually part of the match.

Matches can be staged at almost any time during the season according to local practice. Local practice also leads to wide variations in terms of size of the meeting, services provided and public profile.

An important value of this format is that it brings a team dimension to the sport that is attractive for both competitors and fans. The format is also very flexible in that matches can include a selection of events on a tight timetable or it can include all events. Very often matches are part of a league or cup system leading over the course of a season to a team champion. However, they can also be one-off events.

2. Open/Invitational

In open and invitational meetings, the focus is on individual competitors rather than team scoring.

An open meeting means that any athlete may enter, though there can be entry qualifications (age group, membership to a certain organisation or type of organisation, area of residence etc.). Some open meetings have an advance entry system while others allow entry on the day. A value of open meetings is that they provide competition opportunities for a variety of athletes at times in the season or places where other types of meeting may not be available.

In invitational meetings, athletes are specifically invited by the organisers to compete, though there are cases where invitations are extended to whole teams. It is also possible to have invitational events within an open meeting. Invitational meetings by their selective nature mean that a higher level of competition and contests between good athletes (many of whom might not otherwise compete against each other) can be expected, something of great attraction to athletes, fans, the media and sponsors.

Both open and invitational meetings can vary in size, services provided and public profile. They can be staged at almost any point in the season and are extremely flexible with regard to the number of events staged and timetable.

3. Championships

Championship meetings are “owned” by a governing body or an organisation for those eligible to take part. The organisers will be granted the right to stage the championships according to a set of regulations and practices. These will normally cover:

Eligibility and entry standards - Membership of a group (such as schools, clubs, profession, area of residence, nationality, etc.) and level of performance required.

Competition programme - Which can be expected to include most if not all events and thus require a longer timetable.

Format - Whether the events are to be conducted in single rounds, with all competitors in the finals (the entry standards ensuring the number of entries equates with the number of positions available in each final), or if the fields for the finals are to be determined by one or more rounds of preliminaries/qualifications.

Team scoring system - If one is used.

Championship meetings are normally held towards the end of the season. The services provided vary according to the expectations of the event owners, the level of the competitors and local practice.

The distinguishing characteristic of championship meetings is, of course, that winners take the title of “champion” and the presumption of being the best. Championships are a high point of the season for the athletes involved and very often serve as trials for the selections of athletes and teams to participate in higher level competitions. These aspects add to the drama of the competition and can make the event attractive to spectators, the media and sponsors.

4. Relay carnival

Relay carnivals are meetings where relays are the feature events on the programme. Some of the relay forms (for example, medley relays, hurdle relays or field event “relays” where performances are added together) are rarely, if ever, held in other meetings.

Relay carnivals are normally staged in the early or end parts of the season and they can attract athletes of all performance levels. It is possible to have invitational or open events within the programme of a relay carnival. Local practice leads to wide variations in terms of the size, services provided and public profile of a meeting.

The relay carnival format has a number of interesting values. Most importantly, they provide athletes opportunities they might not otherwise have to compete together with their team mates. This gives a special team element and drama to each event. It also changes or removes the pressure some athletes feel, which can be a relief or even an inspiration.

In those areas where they are held regularly, many athletes and fans see relay carnivals as the highlight of the season. The unusual nature of relay meetings and the match-ups that develop can also be interesting for the media and sponsors. The relay carnival format is also extremely flexible.

B. Events to Be Held

Where the events on the programme of an athletics meeting must be decided, organisers should determine their target group(s) of athletes and consider the following:

1. Gender

Will the meeting's events be for men only, women only or will there be a mixture of events? Note it is not required that the events in a mixed gender meeting are the same for both genders. Mixed gender events are normally discouraged and marks set in them by women are not considered for World or Area records.

2. Age

A meeting can comprise events for one or several age groups, or it can be simply a meeting open to all who have achieved the entry standards. While many championships and matches will be restricted to specified age groups, it is not unusual to include some events for masters, junior/youth athletes or athletes with a disability in invitational or relay meetings as they can help broaden the appeal to spectators.

3. Grading

In most cases, open meetings are graded, which means that athletes are placed in sections of running events or flights of field events according to their standard of performance. Major invitational meetings may have A and B races for certain events.

4. Feature events

Usually with the exception of championships, any meeting can have one or more events that might not otherwise be expected on the programme. Possibilities include a local or national championship event being staged outside of a championship meeting, an invita-

tional match up or record attempt involving well-known athletes and special relays. These feature events can be very useful for attracting spectators, the media and sponsors to a meeting that might otherwise be less interesting.

C. Time of Day and Duration

Organisers will need to determine the time of day and the duration of an athletics meeting. Championships and matches that are a part of a league or cup system may have the order of events and time schedules, and thus their time and duration, set in the relevant regulations. Organisers of other types of meeting will have more flexibility.

1. Time of day

The time of day that a meeting is held will have an effect on the support it gets from the various groups involved (athletes, support personnel, spectators, media, sponsors etc.) and in their planning organisers need to balance the needs of these groups.

Factors to be considered include:

- Preferences of target groups of competitors
- Preferences of spectators
- Availability of technical officials and other support personnel
- Sponsor requirements
- Local regulations and practice
- Transportation to/from the venue
- Availability of the venue and equipment
- Hours of daylight and availability of floodlighting
- Weather, especially temperature

Generally speaking, meetings for younger athletes are held in the morning or afternoon. Meetings that aim to draw a large number of spectators are held in the evening or on weekends when most people are free of work or educational commitments.

CONSIDERATIONS FOR INVITED ATHLETES

When planning the competition programme, organisers of invitational meetings, or meetings with invitational feature events, will need to consider carefully the justification for and implications of inviting particular athletes to compete. Three key questions to ask include:

1) What value will the invited athlete(s) bring to the meeting? Possibilities include:

- More attractive to sponsors and government
- Greater chance of television coverage
- Greater media interest
- More spectators
- Opportunities for promotional activities
- Related coaching clinics for youngsters
- Improved competition for local athletes
- Better results, including records

Unless the benefits from at least one of these criteria are substantial, then very careful consideration should be given to the value of the invited athlete(s) against the cost to the meeting budget.

2) What are the costs related to the invited athlete(s)? Possibilities include:

- Air travel
- Ground transport
- Accommodation and meals
- Lounge area at the Stadium
- Daily expenses ("per diem")
- Participation fee (appearance money)
- Prize money and/or bonus money
- Resultant expectation from other athletes for some or all of these benefits
- Increased promotion costs to advertise their presence

Organisers must carefully determine and consider each of these costs, and any effect of currency exchange, before ascertaining whether the meeting can afford the participation of the invited athlete(s), and if so to what degree.

3) How should the athlete(s) be contacted?

- Directly (with copy to their National Federation)
- Via their National Federation
- Via their Athlete Representative (Manager)

Whichever method is chosen, it is strongly recommended that the original offer and the final "contract" should be made in writing to avoid any possible misunderstanding.

Organisers should also check that invited athletes, particularly foreign athletes, are fully eligible to participate in the meeting and are not under any form of suspension.

It is recommended that organisers review IAAF Rules 4 to 7.

2. Duration

Except for cases where the timetable is predetermined, the aim of organisers should be to produce a compact meeting that will not overtax support personnel and will keep the attention of spectators. For an afternoon meeting, two hours and a half to three hours is the ideal, for evening meetings two to two and a half hours is best.

D. Timetable of Events

Though it can be difficult to choreograph the timetable of events, and even more difficult to actually deliver, a well-planned programme is critical for a successful athletics meeting. Practice may vary from location to location but the organiser's aim should be to meet the needs of all groups present.

A preliminary timetable should be produced in time to be included in the invitations or advertisements for entries. Adjustments leading to the final timetable should reflect final entry declarations. If the organiser's prediction of the number of competitors for each event is correct, there will be little need for change to the preliminary timetable. In any case, competitors should be informed of the final timetable at least one hour before the start of the competition (either through the team leaders or individually as appropriate).

Setting the timetable will involve consideration of both technical aspects and presentational aspects.

1. Technical aspects

From a technical point of view, the ideal timetable allows the competition officials to run the events on schedule. To achieve this organisers should have a clear idea of the time required to prepare for and stage each event. There should also be an easy and dynamic flow to the operations so that athletes can move through their preparation process smoothly and all support personnel can carry out their tasks in a controlled manner.

General technical factors to be considered in preparing a timetable include:

- Requirements set out in competition rules
- Availability, number and experience of the competition officials
- The number of days, sessions and time within each that is available
- Hours of daylight and availability of other lighting
- Stadium layout, especially for field event sites
- Weather conditions, especially temperature
- Placement and timing of award ceremonies
- Movement and requirements of the competitors from the completion of their warm-up to start of their event
- Time required to introduce athletes, announce results and other information
- Needs of athletes competing in more than one event
- Safety of all competitors, officials and spectators

Technical factors specific to the field events to be considered in preparing a timetable include:

- Availability of field event sites and equipment
- Time required for each attempt
- Time required for measuring attempts
- Time required for the officials to prepare for each attempt (raising the bar, re-levelling the sand, return of implements, etc.)
- Safety factors, especially with throwing events
- Ease of technical operation (changing sector lines for throwing events, etc.)

Technical factors specific to the track events to be considered in preparing a timetable include:

- Time required for the officials to prepare for each race
- Running time (last finisher)
- Time for athletes to leave the track
- Ease of technical operation (moving and adjusting hurdles, etc.)
- Time for the set-up, adjustment and removal of hurdles
- Time for the moving and set up of the starting blocks

2. Presentational aspects

A good timetable must also take into account event presentation and the satisfaction of the spectators, media and sponsors. It involves placing the competition events and other activities (award ceremonies,

announcement of results and other information, scoreboard displays, sponsor presentations, entertainment, etc.) in an order that will create and maintain interest and avoiding unnecessary delays in the action.

Considerations for the development of a timetable from a presentational point of view include:

- Order of events that maintains interest, i.e. popular and high spectator appeal at key times throughout the main part of the meeting
- Ability of announcers and scoreboards to keep spectators informed
- Integration of track and field events

- A constant flow of action on the track (The time between running events should never be more than 15 minutes)
- Spread of field events around the arena (Ideally, one on each side and one on each end at any time)
- Field events should be completed before the final running event
- Time required for award ceremonies (if used)

For major events the needs of television and its audience must also be considered and accommodated.

Guidelines for staging times are given in Schedules 3.1 and 3.2. See Chapter 9 for more on event presentation.



Competition Programme Basic Checklist

- ☐ Type of meeting to be held determined
- ☐ Events to be staged determined
- ☐ Arrangements for invited athletes (if required) in place
- ☐ Time of day and duration of the meeting determined
- ☐ Technical factors relating to timetable considered
- ☐ Presentational factors relating to timetable considered
- ☐ Preliminary timetable produced
- ☐ Procedure and timing for adjustments to the timetable agreed
- ☐ Procedure and responsibility for informing participants of adjustments to the timetable agreed

SCHEDULE 3.1 FIELD EVENT STAGING TIME GUIDELINES

Event	Time required between attempts for preparation	Time required to complete one attempt
High Jump	Allow 30 secs	Allow 1 min
Pole Vault	Allow 1 min	Allow 1 min
Long Jump	Allow 30 secs	Allow 1 min
Triple Jump	Allow 30 secs	Allow 1 min
Shot Put	Allow 30 secs	Allow 45 secs
Hammer Throw	Allow 1 min	Allow 1 min
Discus Throw	Allow 1 min	Allow 1 min
Javelin Throw	Allow 1 min	Allow 1 min

Note: Time requirements will depend on the level and experience of the competition officials and the performance level of the athletes.

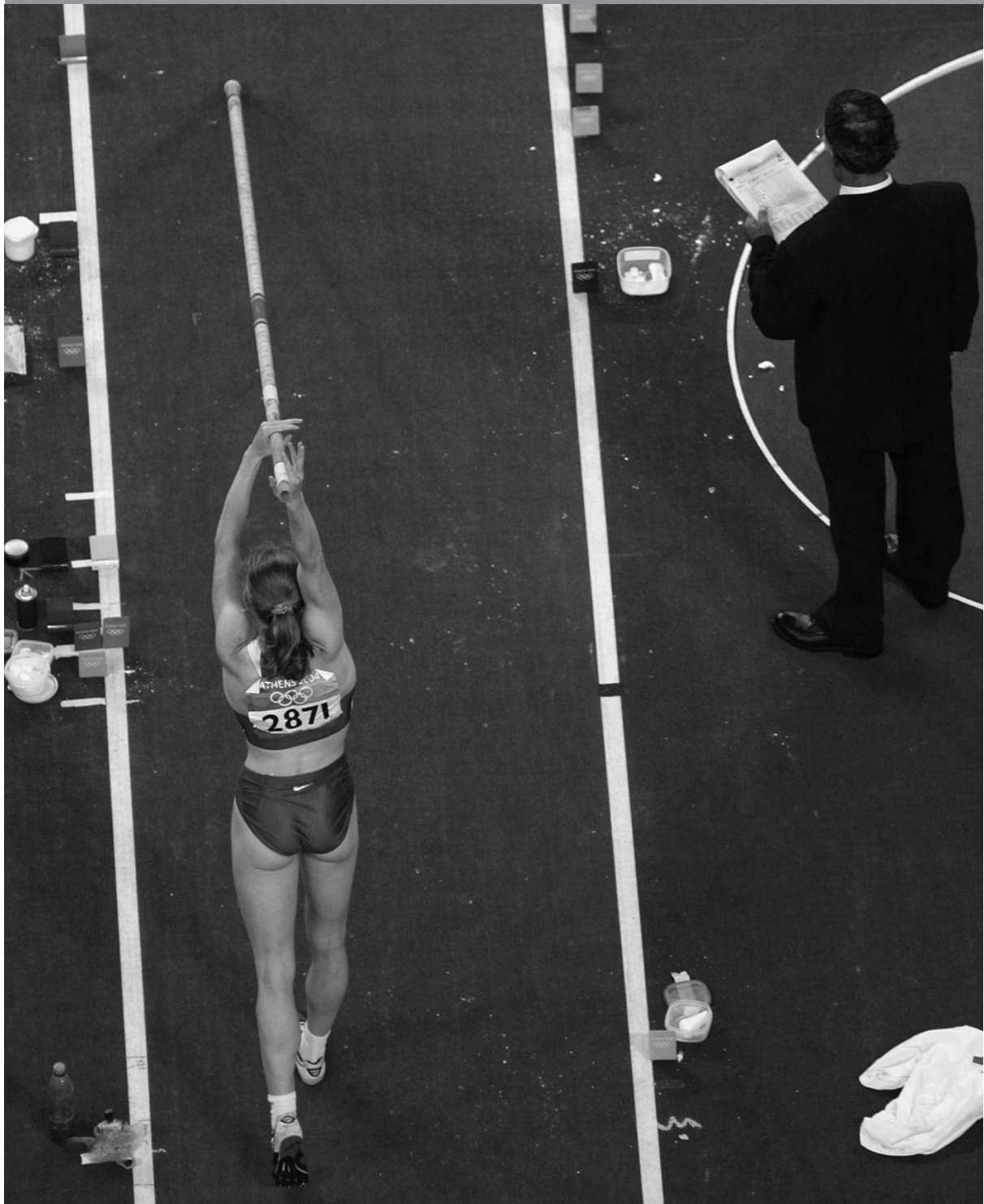
SCHEDULE 3.2 TRACK EVENT STAGING TIME GUIDELINES

Event	Time required between heats for preparation	Time required to complete one race
100 metres	Allow 3 mins	Allow 1 min
200 metres	Allow 3 mins	Allow 1 min
400 metres	Allow 3 mins	Allow 1-2 mins
800 metres	Allow 2 mins	Allow 2-4 mins
1500 metres	Allow 2 mins	Allow 4-8 mins
3000 metres	Allow 3 mins	Allow 9-15 mins
5000 metres	Allow 3 mins	Allow 15-25 mins
10,000 metres	Allow 4 mins	Allow 30-50 mins
100/110 metres hurdles	Allow 4 mins	Allow 1 min
400 metres hurdles	Allow 4 mins	Allow 1-2 mins
3000 metres steeplechase	Allow 3 mins	Allow 9-15 mins
4 x 100 metres relay	Allow 4 mins	Allow 1-2 mins
4 x 400 metres relay	Allow 4 mins	Allow 4-8 mins

Note: Time requirements will depend on the level and experience of the competition officials and the performance level of the athletes.

PART II

PREPARATION AND MANAGEMENT





4 FINANCIAL MANAGEMENT

In the smaller, less complex athletics meetings staged by schools or clubs, financial matters may be only a minor concern, since both income and expenses will be minimal. However, careful planning and tight financial control will be a key to the success of most other meetings. In any case, before the general planning for an event is complete, the budget and other financial matters must be addressed. In no case should concrete steps, such as hiring a venue, advertising a date, sending out entry forms or ordering supplies, be taken until there is a clear idea of the expenses that will be involved, how they will be met and the procedures to be used. This chapter provides an overview of the key elements of financial management.

A. Financial Goal, Responsibility for Loss, Distribution of Profit

Organisers should be clear from the outset as to the financial goal for their athletics meeting. A decision must be made as to who will be financially responsible if, despite the planning and procedures used, there is a deficit or if the project falls through after costs have been incurred. Under favourable conditions, a well-organised meeting can make a profit and such a goal is quite legitimate. However, for meetings where the

primary purpose is to provide a service to the competitors, the financial goal may well be to simply break even and avoid a loss.

1. Responsibility for loss

Sponsors and donors will normally insist on arrangements for dealing with any deficit in a meeting's finances before giving their support to a meeting. Contractors and suppliers who do not demand immediate payment may also require this information as assurance before delivering their goods or services.

It is important that all individuals who will be financially responsible are aware of and agree in writing to their commitment.

Organisers should be aware that it might be necessary to alter plans or even abandon the event if there is not a clear idea how a deficit will be covered.

Where significant contracts with broadcasters and or sponsors are involved, organisers should consider purchasing insurance against bad weather or other circumstances that might cause the event to be postponed or cancelled.

2. Distribution of surplus

Whether a profit is planned or not, organisers should also decide and record what will be done with any surplus of funds that may occur. Possibilities include:

- Providing an expense fund for a future meeting
- Investing in an athletics development programme
- Contributing to another charitable cause
- Bonuses or prizes for competitors, or additional ones if these are already provided
- Paying a bonus to the organiser(s)

B. Financial Procedures

It is vital that the handling of the financial procedures of an athletics meeting are correct and above criticism. The development of the sport will be set back more by a financial scandal than if a meeting with questionable finances is not staged. The following points provide an overview of the key elements that must be considered. For aspects that are unclear or may be affected by local practice, organisers are strongly encouraged to obtain professional advice before proceeding.

1. Budget

The budget is the financial plan for the meeting. It is an estimate of the income and expenses expected. Accurate budgeting is crucial for the successful management of any size meeting and careful attention must be paid to this matter by all organisers.

Development of the budget should start with an examination of the sources of income and the sample items of expenditure in this chapter as well as of previous budgets and accounts for the meeting or similar meetings, if they are available. Then the sources of income should be identified and a realistic estimate of the amount that can be expected from each should be made. It may be helpful to assign a risk rating (using a scale of 1 to 3 or 1 to 5) that all or part of the estimated income from each source will not be realised.

The next step is to carefully list the activities and supplies that will be required to stage the event including for each:

- The estimated cost
- The priority of the item (using a scale of 1 to 3 or 1 to 5)
- The date when payment will be required

As the information on the expenses is gathered, reference should be made to the projected income to ensure that the plans being made are realistic. It will also be very helpful to confirm costs with contractors and suppliers wherever possible. When preparing the expenses the following should also be considered:

Value Added Tax — Tax regulations differ from country to country, but normally VAT or its equivalent will affect both income and expenditure and so must be taken into account.

Provision for inflation — The situation is different in each country and in different time-periods, but the possible effects of inflation must also be taken into account.

Currency exchange rates — This normally affects only international meetings, where competitor expenses might have to be paid in a foreign currency, and meetings with international sponsors, where their contribution might be in a foreign currency. In such cases, fluctuations may have a significant impact on the budget.

To complete the expense estimate, a provision for contingency should be added. Though it should be the aim, it is very unusual to be able to predict all costs and other factors completely accurately. Moreover, there is always the chance that unexpected items will be required. Therefore, it is prudent to add between 5% and 10% of the total of the identified expenses.

For meetings with an organising committee, the Treasurer or Financial Director will normally submit a draft budget for approval by the committee.

2. Cash flow

The cash flow is a prediction of a meeting's need for cash to pay its expenses and of its income over time. By listing the dates when payments will be required and when income is expected (both in the preparation period and after the meeting), organisers can see if there will be

periods with a surplus or deficit of cash. It may be necessary to delay expenditures or negotiate with suppliers to obtain credit.

3. Bank account

A decision must be made as to whether a bank account will be required or not. For many smaller meetings, the account of a promoting club or school can be used for the limited amount of money that needs to be handled. For events of a larger and more complex nature, it may be more convenient to set up a separate account with, if they are available, facilities for cheque writing and electronic transfers.

Bank statements should be obtained regularly and checked immediately against the organiser's records. This will enable the responsible person to identify mistakes or discrepancies and act to correct them.

4. Approval for expenditure

For meetings with an organising committee, the committee will authorise the persons who may sign cheques or payment requests. It is common practice for two signatures to be required. All payments should relate to invoices for budgeted items and any claims for expenses should have receipts or a written document explaining what the payment is for. Nothing that has not been budgeted should be paid without guidance from and approval of the committee.

For meetings with a single organiser and or smaller levels of expenditure, the organiser is normally allowed an advance to meet incidental expenses. However, accurate record keeping and a procedure for approval of expenditure on non-budgeted items are still required.

5. Monitoring

For all meetings, it is wise to review the budget and cash flow regularly throughout the preparation period. Sometimes, especially for meetings where a high level of expenditure is planned, the original budget proves inaccurate in light of new information or circumstances and it becomes necessary to prepare a revised budget with more accurate predictions.

If it looks like the income will fall below the expected figure, expenses will have to be cut. The priority given to items during the preparation of the budget will help when making the decisions as to what should be cut. If it happens that extra income becomes available, it may be possible to enhance the meeting through additional expenditure.

6. Account and audit

A final account should be prepared for each meeting, regardless of size or level of expenditure. The responsible person should produce an account in a form that is in accordance with relevant regulations. Even if a final account is not strictly required, the information will assist with the planning of future meetings. Events with higher levels of expenditure may also require reports to the organising committee, sponsors or other supporters on a monthly or quarterly basis.

Final accounts may need to be checked and certified as correct by a qualified auditor according to local regulations. This will normally involve a cost that should be allowed for in the budget.

In some cases it will be appropriate for accounts to be published and copies can be sent to local media.

C. Sources of Income

As there are so many possible situations, it is impossible to give a universally applicable formula for financing an athletics meeting. The following lists contain sources that are commonly used:

1. Sponsorship

Sponsorship is an important source of funding and supply for most meetings that have a high public profile and for many smaller events.

Organisers should be aware that no matter what the size or nature of a meeting, the principles and activities involved in sponsorship are the same and a professional approach will be required. Establishing and maintaining successful sponsorship relationships is very demanding and organisers should be prepared for the necessary commitment of time and manpower.

Note that for championships, the governing body may retain some or all of the sponsorship rights.

For more information on sponsorship, see Appendix I.

2. Spectator admission charges

Organisers of meetings that are likely to have an appeal to spectators can charge for admission. This can be an important source of income but it is rare that it will pay for all the costs of a meeting. The prices that can be charged will depend on the status of the event, the locality and the amount that people generally expect to pay for sport.

When making the decision to charge spectators, organisers must take into account the cost and time involved in setting up a ticketing operation and the fact that charging admission may deter people from attending a meeting (see Chapter 8). For smaller meetings, free admission with a charge for the programme might be considered.

If a decision is made to charge for admission, the following need to be considered:

- Availability of seating (number of seats, quality of view, seating sections, reservation of seats)
- Spectator services (ushers, toilets, refreshments, programmes, scoreboards)
- Setting the price of the tickets
- Tax to be paid on the price of tickets
- Printing the tickets
- Promotion, advertising and publicity
- Distribution and sales of tickets
- Handling of cash generated by ticket sales
- Security (arrangements for checking tickets at the venue entrances and for keeping those without tickets out)
- Safety in the seating area
- Legal responsibilities and requirements

3. Profits from refreshment and merchandise sales

If there will be spectators (whether they have paid for admission or not) there is an opportunity to sell various items and have the profits contribute to the budget of

the meeting. Items normally sold in venue kiosks include:

- Drinks
- Food
- Meeting programmes
- Souvenirs (T-shirts, hats, posters, flags, books, etc.)

When making the decision to sell refreshments and or merchandise, organisers should consider the following:

- Venue arrangements (venue operator may reserve the right to sell these items or expect a percentage of the sales)
- Regulations and permits for selling food and beverages
- Method of assessing likely level of sales and the risk attached to the operation
- Funds required for initial purchase of items to be sold
- Supervision of kiosk personnel and handling of cash

In many cases, the rights to sell items at a meeting can be given to a person or organisation for a fixed fee or a percentage of the sales. This approach can be useful if the fee is paid in advance, as it will give the organiser cash to work with in the preparation of the meeting.

Note that for championships, the governing body may retain some or all of the merchandising rights.

4. Entry fees

Many smaller meetings, particularly open meetings, get a significant part of their funding from entry fees paid by either the athletes or their club/school. It is not common to charge entry fees for invitational meetings. Organisers should be sure they understand local practice and take care not to deter competitors from taking part by ensuring that entry fees are set at a level that the target group of athletes can easily afford.

Entry fees can be collected in advance with the return of entry forms (thus saving the organisers the time and effort of dealing with collected money on the day of the meeting and providing them with cash flow for expenses). Some organisers ask that entry fees be paid in advance but allow late entry or payment on the day of a higher fee.

5. Sale of television and other broadcast media rights

While most organisers would be happy for any type of broadcast coverage for their meetings, some championships, major invitational meetings and a few other very special meetings are in a position to obtain fees for the right to broadcast on television, radio and the Internet. In these cases the income produced can be very important for the meeting, often being the deciding factor as to whether the meeting is staged or not. The contracts for these rights will normally involve obligations on the part of the organisers to meet the needs of the broadcasters.

Note that for championships, the governing body may retain some or all of the broadcast rights.

6. Other sources of income

Other sources of income that organisers might consider investigating include:

Grants — Check with national, provincial and city governments, tourist board, youth organisations, charities etc. for availability and application procedures.

Donations — The cost of prizes can be a substantial part of a meeting budget. The raising of a prize fund, to which local organisations and personalities can subscribe, in cash or in kind, is therefore desirable and usual. It may be useful to prepare a standard donor letter, with a blank space for the amount or value in kind to be given that can be completed and signed once a donor has agreed to assist the meeting.

Fund raising activities — Possibilities include auctions, raffles, discos, car washes, sponsored runs, etc.

If any of these sources are utilised it is important to recognise both the donors and workers who help to collect the money. This is common courtesy and helps to develop a relationship for future meetings. A list of donors in the meeting programme, announcements during the meeting and letters of appreciation (sent within 10 days of the meeting!) are appropriate for those who have helped to provide the resources required for the meeting.

D. Expenses

As there are so many possible situations and requirements for athletics meetings, it is impossible to give a universally applicable expense budget. The following lists contain items typically required for activities directly related to the competition:

1. Preparation expenses

- Staff fees or honorariums
- Officials travel expenses
- Communications (telephone, fax, postage)
- Printing of entry forms, programmes and other materials
- Supplies (numbers, pins, starter's ammunition)
- Logistics and other services
- Marketing (advertising, promotional materials, public relations, etc.)
- Sponsorship commitments (production of boards, banners, number bibs etc.)
- Accountancy and legal

2. Operation expenses

- Venue (hire, preparation, lighting, cleaning)
- Equipment (rental, preparation and repair)
- Competition Secretariat expenses
- Medical expenses
- Doping Control expenses
- Security
- Photo-timing and EDM (hire, operators and supplies)
- Refreshments for officials and volunteers
- Uniforms for officials and volunteers
- Insurance

3. Awards, expenses and appearance fees

Organisers of most meetings will want to provide awards for the top placers in each event. These can range from certificates, medals and trophies to merchandise to cash prizes. At higher profile invitational meetings, the organisers normally pay the travel and accommodation expenses of the competitors. Often they will also pay an appearance fee to top athletes, especially if a significant amount of prize money is not available.

Organisers should familiarise themselves with local practice and applicable rules before planning the awards. Those that intend to include foreign athletes must be prepared to provide a statement of payments made and any taxes deducted to each athlete or their Athletes' Representative (Manager).

E. Notes on Budgeting

The estimates for income and expenses made in the budgeting process should be as realistic as possible and the temptation to put down a figure and hope something turns up should be strongly resisted.

To avoid problems due to unexpected circumstances such as bad weather or rain or injury to a draw-card athlete just before a meeting, some experienced organ-

isers will only budget for money that is on hand or contracted (from sponsors, donors, etc.). Income expected from the staging of the meeting, such as spectator admission charges or profits from kiosk sales, is regarded as "profit", put into an expense fund for the following year's meeting or used for other purposes and not relied on to contribute to the costs of the meeting.

For smaller meetings, the participating clubs/schools can be asked to agree to split a shortfall in the income with an entry fee surcharge (provided the organisers stick to expenditure budget).

For meetings that require a significant level of expenditure, it is prudent to have the draft budget assessed by a competent firm of accountants. This will normally involve a cost.



Financial Management Basic Checklist

- ☐ Treasurer (or Financial Director) appointed
- ☐ Financial goal for the meeting agreed
- ☐ Arrangements for the distribution of any final surplus or responsibility for any final deficit agreed
- ☐ Initial budget produced and approved
- ☐ Initial cash flow produced and approved
- ☐ Bank account (if required) opened
- ☐ System for approval of expenditure agreed
- ☐ System for monitoring budget and cash flow agreed
- ☐ Arrangements for final accounts and audit (if required) agreed
- ☐ Financial information monitored and checked (recurring)



5 PREPARATION OF FACILITIES AND EQUIPMENT

Preparation of the facilities and equipment to be used can begin as soon as the date of an athletics meeting has been confirmed and the list of events to be staged has been agreed. The ideal is to have all the work done before the start of the meeting so that the technical personnel can concentrate on the positioning of equipment and other operational tasks. This chapter provides an overview of the Technical Manager's work prior to the meeting and the equipment requirements.

A. Initial Steps

An early start to the technical preparations for an athletics meeting allows time for a thorough inspection, development of a risk management strategy, a programme of repair and remedial work and for ordering and taking delivery of any necessary new items. For smaller meetings in settings where the facilities and equipment are in regular use, this work should start at least two weeks before the meeting and, if there are items that might be in need of attention, even further in advance. For major meetings, technical preparations normally begin months before the day of competition and the Technical Manager (see Chapter 6) should be one of the first key positions filled.

1. Survey

Once appointed, the Technical Manager (or the person responsible for the preparation of facilities and equipment) should make a survey of the facilities and equipment, using the checklists given in the schedules to this chapter as a general guide, noting both what items are available and their state of repair. The survey should cover all locations that will be used by the athletes including the main arena, warm-up areas and any training areas. Competition items should be checked against the *IAAF Competition Rules* or other relevant rules to ensure compliance. It may also be useful to consult the *IAAF Track and Field Facilities Manual* and the lists of IAAF certified equipment, which are available from the IAAF website.

2. Safety and risk management strategy

The Technical Manager's survey should be followed by the development of a draft safety and risk management strategy. Details of the procedures are given in Appendix II. If required, a meeting with the relevant health and safety authorities should be held at this stage.

3. Assessment meeting

The Technical Manager should arrange an assessment meeting with the Secretary and Competition Director

(if they are not the same person) and, if appropriate, a representative of the venue operator. The agenda should include:

- Reviewing the results of the survey
- Discussing the requirements for any special activities
- Finalising the safety and risk management strategy
- Drawing up a general plan for the use of the facilities and equipment during the meeting

A main outcome of the meeting will be a works programme of preparations, repairs, and (if required) acquisitions.

Checklists for equipment and materials are given in Schedules 5.1 to 5.11

B. Technical Manager's Preparation Diary

For smaller athletics meetings and those where the facilities and equipment are used regularly, the initial steps outlined above should be completed no later than two weeks prior to the competition date. For meetings where this work takes place earlier, the Technical Manager should review the results and the progress of the works plan from two weeks to go until the start of the competition to ensure that all aspects have been completed, or will be completed in time.

The day before the meeting is normally a very busy time and the Technical Manager will be occupied with work that cannot be done at any other time. Therefore, all activities that can be scheduled in the preceding weeks and days will help to reduce the pressure. This is particularly true in the case of smaller meetings where a single individual may have responsibility for multiple roles.

In the final two weeks before the competition, the Technical Manager's activities will normally include the following:

- Where items have been ordered, receipt should be noted and shippers chased for anything outstanding. Deliveries not yet received should be arranged to be earlier than the day before the meeting.
- All equipment and materials should be organised and stored so that they will be safe and easily accessible when required. Review of the checklists in the schedules should be useful for this work.
- If a temporary track or throwing event facilities are to be used, plans and preparations for doing so should be finalised. See Schedule 5.14 for the method of laying a temporary track.
- If an all-weather or other permanently marked track is to be used, check that all the required markings are in place and arrange for any necessary re-survey or re-marking.
- If temporary structures (tents, marquees, etc.) are to be constructed for the meeting, arrangements and plans for doing so should be confirmed.
- If athletes will be arriving more than one day before the meeting and training areas are to be made available, preparation and opening of the required facilities should be carried out.
- Where no others are responsible for doing so, confirmation of the availability of medical or paramedical services for the meeting should be made and any related facility, equipment or supply requirements should be prepared.
- Confirmation should be made that the personnel for the support crews to assist the Technical Manager (with raking the jumping pits and moving hurdles, starting blocks and other equipment during the meeting) will be available. In some cases, the Technical Manager may need to assist in recruiting. Briefing, and in the case of major events rehearsing, these crews should take place. (See Chapter 6 for further information)
- If electronic equipment (photo finish system, electronic distance measurement system, scoreboards, public address system, etc.) is to be used, it should be tested and required maintenance should be carried out. If all or any of these are not normally available at the venue and they are to be borrowed or hired for the event, in addition to the above checks, a check of the required installation facilities should also be made.

PHOTO FINISH AND ELECTRONIC DISTANCE MEASURING EQUIPMENT

The accuracy and efficiency of the results at any meeting can be improved or enhanced by the use of photo/video finish equipment and electronic distance measurement (EDM) equipment.

Photo/video finish equipment provides far more accurate placing and time results for athletes in track events than manual judging and timekeeping. Its use is increasing at meetings in most countries and it is a requirement for the approval of World and Area records.

There are many different systems available throughout the world and they vary in cost according, usually, to the level of sophistication. Many of these systems are now quite affordable and event organisers should consider all options before making a final decision of which to hire or buy.

In most cases, regular officials can be trained to set up and operate Photo/Video Finish equipment and read the results.

The most preferable situation, if the meeting can afford it, is to have two completely independent systems so that one will provide a backup if the primary system fails for any reason. In the event that only one system is available, manual timekeepers and judges should be provided as a backup. Where possible, the equipment should have its own power system or backup system in case the stadium power supply fails.

EDM equipment for field events is not quite so commonly used. This is due to two reasons – it is relatively expensive (in most cases) and does not increase the accuracy of the results by quite as much as photo/video finish does for track events.

Nonetheless, there is some improvement in accuracy as the tapes used in manual measurement can often stretch and the “pull” exerted by the judges can vary.

However the greatest advantage of EDM, especially in the throwing events and the pole vault, is that it can speed up the measuring process and thus the operation of the meeting.

In most cases, regular officials can be trained to set up and operate EDM equipment and read the results.

C. Final Preparations

For most athletics meetings the Technical Manager will make the final preparations of the facilities and equipment on the day before and the morning of the event. The critical aspect of this work is to see that all installations and equipment for competition arena and warm-up area are in place and functioning correctly. It is also important that he/she ensures that support personnel have been given any required final briefings.

On the evening before the meeting, it is a good idea for the Competition Director and the Technical Manager to make a joint inspection of the facilities and equipment and to review the checklists and any special arrangements.

For meetings where there is a technical meeting, it is useful for the Technical Manager to attend.

Checklists for the Technical Director’s final preparations are given in Schedules 5.12 and 5.13.

See Chapter 9 for information on Technical Management during a meeting.

**Facilities and Equipment Preparation Basic Checklist**

- ☐ Technical Manager appointed
- ☐ Initial survey (including main venue, warm-up area and training areas) completed
- ☐ Safety and risk management strategy agreed
- ☐ General plan for the use of the facilities and equipment during the meeting agreed
- ☐ General equipment and materials checklist complete
- ☐ Service equipment and materials checklist complete
- ☐ Meeting enhancement equipment and materials checklist complete
- ☐ Track events equipment and materials checklist complete
- ☐ High jump equipment and materials checklist complete
- ☐ Pole vault equipment and materials checklist complete
- ☐ Long jump and triple jump equipment and materials checklist complete
- ☐ Shot put equipment and materials checklist complete
- ☐ Discus throw equipment and materials checklist complete
- ☐ Hammer throw equipment and materials checklist complete
- ☐ Javelin throw equipment and materials checklist complete
- ☐ Electronic equipment tested and installed
- ☐ Track, including markings, ready
- ☐ Jumping event facilities ready
- ☐ Throwing event facilities ready
- ☐ Warm-up area(s) prepared
- ☐ Warm-up area equipment and materials installed
- ☐ Training area(s) prepared
- ☐ Training area equipment and materials installed
- ☐ Temporary structures (if required) installed
- ☐ Support crews recruited and briefed
- ☐ Inspection completed

**SCHEDULE 5.1 GENERAL EQUIPMENT AND MATERIALS CHECKLIST**

The following items are required for the overall management of an athletics meeting (i.e. numbers and pins) or are required for each event (clipboards and pens). These latter items are repeated in italics under each event checklist.

- ☐ Official rule book and specific competition regulations
- ☐ Number bibs and pins for competitors
- ☐ Large envelopes (to hold pins, numbers, etc.)
- ☐ Weighing scales (for throwing implements)
- ☐ Measuring instruments (for throwing implements)
- ☐ Stickers to identify approved implements
- ☐ Photocopies of the meeting timetable
- ☐ Clipboards
- ☐ Pencils or pens
- ☐ Photocopies of instruction sheets for officials
- ☐ Lined blank paper
- ☐ Limer and lime for making lines and marks on cinder, dirt and grass tracks, and if necessary for marking sector lines
- ☐ 125m of string or cord for laying out track and field event areas
- ☐ Steel and fibreglass measuring tapes (10 – 30 – 50 – 150m)



SCHEDULE 5.2 SERVICE EQUIPMENT AND MATERIALS CHECKLIST

The following items are required for the overall management of an athletics meeting (i.e. vehicles and trailers) or are required for each or most events (benches etc.). Because these latter items are generally co-ordinated together and/or are moveable from one event site to another during the meeting, they are listed centrally. However to ensure that they are remembered for specific events, they are repeated in italics under each of the following event checklists.

- ☐ Baskets for carrying track suits etc.
- ☐ Benches for field event athletes
- ☐ Shade/shelter for field event athletes and at start and finish of track events
- ☐ Squeegees or soppers (in case of wet weather)
- ☐ Water or sport drink points for field event areas, Call Room, post-event areas
- ☐ Chairs for Umpires, Field Event Judges and Wind Gauge Operator
- ☐ Umbrellas, tables and chairs for Recorders for Timekeepers, Track Judges and field event sites
- ☐ Vehicles and trailers suitable for stadium use
- ☐ Walkie-talkies

**SCHEDULE 5.3 MEETING ENHANCEMENT EQUIPMENT AND MATERIALS CHECKLIST**

The following items are used for the enhanced management or presentation of an athletics meeting. With the exception of items such as the stadium PA system, (which is a highly desirable and virtually essential item) they are “optional extras” that should be provided if affordable within the meeting budget and/or are readily available or are provided with the venue at no added cost. Because these latter items are generally co-ordinated together and/or are moveable from one event site to another during the meet, they are listed centrally. However to ensure that they are remembered for specific events, some items are repeated in italics under each of the following event checklists.

- ☐ Award stand or dais
- ☐ Stadium PA system
- ☐ Main scoreboard
- ☐ Photo finish equipment
- ☐ Photo finish supplies
- ☐ Digital clock for lap times
- ☐ Wind gauge scoreboard for running events and Long Jump/Triple Jump
- ☐ Large countdown clocks to indicate time remaining for field event attempts (digital is preferred but clock-face is acceptable)
- ☐ Record markers for field events (except High Jump and Pole Vault)
- ☐ Numbered markers for sector lines in throwing events (indicating every 2m for Shot Put and every 10m for long throws)
- ☐ Distance indicator board beside pit (long jump/triple jump)
- ☐ Field event scoreboards (one for at each event site) (either manual or electronic)
- ☐ Electronic distance measuring equipment



SCHEDULE 5.4 TRACK EVENTS EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Lane flags (if used – not on all weather tracks)
- ☐ Finish posts (if used)
- ☐ Lane marker boxes (if used)
- ☐ Starting blocks for all lanes
- ☐ Starting block carriers (or wheelbarrow)
- ☐ Hurdles carrier
- ☐ Hammers or mallets
- ☐ Starter's pistol and cartridges or starting clapper
- ☐ Whistles for Starter and Referee
- ☐ Public-address system or megaphone for Starter
- ☐ Starter's stand
- ☐ Red and white flags for Referee, Starter's Assistants, Judges, Timekeepers, Photo Finish Judges
- ☐ Yellow flags for Umpires (plus a set of white flags for each relay change)
- ☐ Green, yellow and red cards for Starter's Assistants
- ☐ Indicator lane markers for 800m/4 x 400m cut-in point
- ☐ Stopwatches (checked by a competent jeweller) or hand held chronometers
- ☐ Batons for all relay teams
- ☐ Lap counter board (if used)
- ☐ "Last lap" bell (if used)
- ☐ Platform or steps for Finish Judges and Timekeepers
- ☐ Wind Gauge(s)
- ☐ Hurdles (10 per lane)
- ☐ Steeplechase hurdles
- ☐ Water jump hurdle and pit (check water supply)
- ☐ Tables (for long-distance race drinks and sponges)
- ☐ Water (for long-distance races)
- ☐ Sponges and buckets (for long-distance races)
- ☐ Event recording sheets
- ☐ Wind gauge recording sheets
- ☐ Violation cards for Umpires
- ☐ *Clipboards*
- ☐ *Pencils or pen*
- ☐ *Shade/shelter at start and finish*
- ☐ *Squeegees or soppers (in case of wet weather)*
- ☐ *Water or sport drink points at post-event areas*
- ☐ *Chairs for Umpires and Wind Gauge Operator*
- ☐ *Umbrellas, tables and chairs for Recorders for Track Judges and Timekeepers*
- ☐ *Digital clock for lap times*
- ☐ *Wind gauge scoreboard for running events*
- ☐ *Walkie-talkies*



SCHEDULE 5.5 HIGH JUMP EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Run-up and take-off area
- ☐ Landing mat and cover
- ☐ Uprights
- ☐ Crossbars
- ☐ Red, yellow and white flags
- ☐ Step ladders (2 x 6m)
- ☐ Measuring stick
- ☐ Flag, sock or tape (to indicate wind direction)
- ☐ Stop watch
- ☐ Plastic traffic cone
- ☐ Broom
- ☐ Event recording sheets
- ☐ Run-up markers
- ☐ Steel measuring tape (1 x 10m)
- ☐ Fibreglass measuring tapes (2 x 50m) – for athletes to set run-ups

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athletes*
- ☐ *Squeegees or soppers (in case of wet weather)*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*



SCHEDULE 5.6 POLE VAULT EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Runway and take-off area
- ☐ Vaulting poles (although usually athletes supply their own)
- ☐ Vault box
- ☐ Landing mat and cover
- ☐ Uprights
- ☐ Crossbars
- ☐ Forked poles or other mechanism for replacing the crossbar
- ☐ Red, yellow and white flags
- ☐ Stepladder (5m)
- ☐ Measuring stick
- ☐ Flag, sock or tape (to indicate wind direction)
- ☐ Stop watch
- ☐ Plastic traffic cone
- ☐ Chalk
- ☐ Broom
- ☐ Event recording sheets
- ☐ Runway markers
- ☐ Indicator board showing upright placement
- ☐ Steel measuring tape (1x 10m)
- ☐ Fibreglass measuring tape (1 x 50m) – for athletes to set run-ups

- ☐ *Clipboard.*
- ☐ *Pencils or pens*
- ☐ *Benches for field event athletes*
- ☐ *Shade/shelter for field event athletes*
- ☐ *Squeegees or soppers (in case of wet weather)*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*


SCHEDULE 5.7 LONG JUMP AND TRIPLE JUMP EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Runway
- ☐ Jumping pit
- ☐ Take-off boards
- ☐ Take-off board side markers
- ☐ Plasticine indicator boards
- ☐ Plasticine
- ☐ Plasticine trowel and rollers
- ☐ Shovels or spades
- ☐ Rakes
- ☐ Levelling device (if used)
- ☐ Red, yellow and white flags
- ☐ Flag, sock or tape (to indicate wind direction)
- ☐ Broom
- ☐ Plastic traffic cone
- ☐ Stop watch
- ☐ Wind Gauge(s) and red/white flags
- ☐ Event and wind gauge recording sheets
- ☐ Pin marker for Landing Judge
- ☐ Runway markers
- ☐ Pit divider (where pit width exceeds allowable dimensions)
- ☐ Steel and fibreglass measuring tapes (1 each x 50m)
- ☐ Fibreglass measuring tape (1 x 50m) – for athletes to set run-ups

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athlete.*
- ☐ *Squeegees or soppers (in case of wet weather)*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrellas, tables and chairs for Recorders*
- ☐ *Wind gauge scoreboard*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Record markers*
- ☐ *Distance indicator board beside the pit*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*

**SCHEDULE 5.8 SHOT PUT EQUIPMENT AND MATERIALS CHECKLIST**

- ☐ Shots
- ☐ Shot circle
- ☐ Stop board
- ☐ Landing sector (2 x 30m) and circle extension lines (2 x 0.75m) and pegs
- ☐ Red, yellow and white flags
- ☐ Broom
- ☐ Mop (in case of wet weather)
- ☐ Plastic traffic cone
- ☐ Stopwatch
- ☐ Chalk
- ☐ Cloths for cleaning implements
- ☐ Shot storage rack
- ☐ Event and implement recording sheets
- ☐ Pin marker for Landing Judge
- ☐ Coir mats for wiping shoes
- ☐ Sideline markers to indicate best throw of each competitor
- ☐ Steel and fibreglass measuring tapes (1 each x 30m)
- ☐ Fibreglass measuring tape (1 x 30m) – laid along sector line

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athletes*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Record markers*
- ☐ *Numbered markers for sector lines (indicating every 2m)*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*



SCHEDULE 5.9 DISCUS THROW EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Discuses
- ☐ Discus circle
- ☐ Safety cage
- ☐ Landing sector (2 x 100m) and circle extension lines (2 x 0.75m) and pegs
- ☐ Red, yellow and white flags
- ☐ Flag, sock or tape (to indicate wind direction)
- ☐ Broom
- ☐ Mop (in case of wet weather)
- ☐ Plastic traffic cone
- ☐ Stopwatch
- ☐ Chalk
- ☐ Cloths for cleaning implements
- ☐ Discus storage rack
- ☐ Event and implement recording sheets
- ☐ Pin marker for Landing Judge
- ☐ Coir mats for wiping feet
- ☐ Sideline markers to indicate best throw of each competitor
- ☐ Sideline safety net, post, guy ropes and pegs
- ☐ Safety sounding horn
- ☐ Steel and fibreglass measuring tapes (1 each x 100m)
- ☐ Fibreglass measuring tape (1 x 100m) – laid along sector line

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athletes*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Record markers*
- ☐ *Numbered markers for sector lines in throwing events (indicating every 10m)*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*

**SCHEDULE 5.10 HAMMER THROW EQUIPMENT AND MATERIALS CHECKLIST**

- ☐ Hammers
- ☐ Hammer circle
- ☐ Safety cage
- ☐ Landing sector (2 x 100m) and circle extension lines (2 x .075m) and pegs
- ☐ Red, yellow and white flags
- ☐ Broom
- ☐ Mop (in case of wet weather)
- ☐ Plastic traffic cone
- ☐ Stopwatch
- ☐ Chalk
- ☐ Cloths for cleaning implements
- ☐ Hammer storage rack
- ☐ Event and implement recording sheets
- ☐ Pin marker for Landing Judge
- ☐ Coir mats for wiping feet
- ☐ Sideline markers to indicate best throw of each competitor
- ☐ Sideline safety net, post, guy ropes and pegs
- ☐ Safety sounding horn
- ☐ Steel and fibreglass measuring tapes (1 each x 100m)
- ☐ Fibreglass measuring tape (1 x 100m) – laid along sector line

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athletes*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Record markers*
- ☐ *Numbered markers for sector lines (indicating every 10m)*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*



SCHEDULE 5.11 JAVELIN THROW EQUIPMENT AND MATERIALS CHECKLIST

- ☐ Javelins
- ☐ Javelin runway
- ☐ Throwing arc and extension lines (2 x 0.75m) and pegs
- ☐ Landing sector lines (2 x 100m) and pegs
- ☐ Red, yellow and white flags
- ☐ Flag, sock or tape (to indicate wind direction)
- ☐ Broom
- ☐ Plastic traffic cone
- ☐ Stopwatch
- ☐ Chalk
- ☐ Cloths for cleaning implements
- ☐ Javelin storage rack
- ☐ Event and implement recording sheets
- ☐ Pin marker for Landing Judge
- ☐ Runway markers
- ☐ Sideline safety net, post, guy ropes and pegs
- ☐ Safety sounding horn
- ☐ Sideline markers to indicate best throw of each competitor
- ☐ Steel and fibreglass measuring tapes (1 each x 100m)
- ☐ Fibreglass measuring tape (1 x 50m) – for athletes to set run-ups
- ☐ Fibreglass measuring tape (1 x 100m) – laid along sector line

- ☐ *Clipboards*
- ☐ *Pencils or pens*
- ☐ *Benches for athletes*
- ☐ *Shade/shelter for athletes*
- ☐ *Squeegees or soppers (in case of wet weather)*
- ☐ *Water or sport drink point*
- ☐ *Chairs for Judges*
- ☐ *Umbrella, table and chairs for Recorders*
- ☐ *Large countdown clock to indicate time remaining for attempts*
- ☐ *Record markers*
- ☐ *Numbered markers for sector lines (indicating every 10m)*
- ☐ *Event scoreboard*
- ☐ *Electronic distance measuring equipment*

**SCHEDULE 5.12 TECHNICAL MANAGER'S DAY BEFORE THE MEETING
PREPARATION CHECKLIST**

- ☐ Water the track and runways (dirt/cinder tracks only)
- ☐ Sweep track and runways (all weather tracks)
- ☐ Mow infield grass
- ☐ When track is dry, drag to smooth (dirt/cinder tracks only)
- ☐ Mark track and lane lines if required (for grass tracks this can be done in advance)
- ☐ Mark starts, staggers, relay zones and finish if required (for grass tracks this can be done in advance)
- ☐ Check starter's equipment, lane markers, relay batons etc.
- ☐ Check hurdles and steeplechase barriers and that spare hurdle bars are available
- ☐ Mark sectors and distance lines for throwing events
- ☐ Loosen sand in long jump and triple jump pits (water slightly)
- ☐ Check take-off boards
- ☐ Check throwing circles and position Shot Put stop-board
- ☐ Set up safety cage at Discus/Hammer area
- ☐ Check that warm-up area is prepared
- ☐ Check availability and compliance of required throwing implements
- ☐ Commence checking of submitted private throwing implements
- ☐ Liaise with Photo Finish Judge or technical crew to prepare for installation of equipment
- ☐ Liaise with medical or para-medical services to ensure that any requirements for their work are available and secure
- ☐ Liaise with those responsible for Doping Control to ensure that any requirements for their work are available and secure
- ☐ Check that any temporary structures are in place and ready for use
- ☐ Ensure equipment storage area is well organised and secure
- ☐ Conduct inspection with Competition Director (and Technical Delegate where one has been appointed)
- ☐ Ensure competition arena and warm-up area are both secure for the night



***SCHEDULE 5.13* TECHNICAL MANAGER'S DAY OF THE MEETING PREPARATION CHECKLIST**

- ☐ Smooth and sprinkle with water all runways (for dirt/cinder tracks)
- ☐ Set up or ready all available equipment listed in Schedules 5.1 to 5.11
- ☐ Place judges stand and timekeepers stand (if required) at the finish line
- ☐ Set up hurdles (if first race is a hurdle event)
- ☐ Fill water jump for Steeplechase
- ☐ Place starting blocks at start of first race
- ☐ Set up officials' chairs, tables, umbrellas, benches, and water points at all required sites
- ☐ Place competitor number/result scoreboards, if available, at all field event sites (ensure proper functioning)
- ☐ Ensure all ropes or barriers for throwing event safety and for keeping spectators from the track are in place
- ☐ Ensure all storage racks (Pole Vault, Shot, Discus, Hammer, Javelin) are in place
- ☐ Ensure that chairs, tables and other equipment required for Competition Secretariat, Announcer, Call Room and other operational areas are in place
- ☐ Ensure that awards stand (if used) and any special equipment required are in place
- ☐ Continue checking personal throwing implements submitted for use

SCHEDULE 5.14 METHOD FOR LAYING A TEMPORARY TRACK

The standard length for an outdoor track is 400 metres. The recommended alternative where space is limited is 300 metres. Tracks less than 300 metres are not recommended owing to the unavoidable sharpness of the curves.

The number of lanes for a temporary track will depend on the circumstance. Each lane should be 1.22m in width.

The method for marking out temporary tracks on grass or hard porous surfaces is as follows:

1. Lay down central base line with the following length:

400 metres track – 84.39m

300 metres track – 40.04m

2. Form rectangles ABDC and ABFE on either side of the base line AB, the sides of the rectangles being equal to the radius. Check that DF and CE are at right angles to AB by the triangle method, i.e. if the base equals 40m and the perpendicular equals 30m, the hypotenuse should measure 50m.

With centre A, describe a semi-circle on EC with the radius as follows:

	Unflagged	Flagged
400 metres track –	36.60m	36.50m
300 metres track –	34.80m	34.70m

Similarly with centre B describe a semi-circle on DF. The lines of the semi-circles should joint to the outer sides of the rectangles. This is the inner edge of the track.

3. When describing the semi-circles, start with the cord or tape perpendicular to the straight and exert a pull of approximately 4.5kg. At a distance of approximately every 30cm, place metal pins in the ground. When the semi-circle has been described with metal pins, place a garden hose on the ground against the pins on the inner side of the track. Paint (5 cm in width) or throw chalk or lime against the outside of the hose. When the hose is lifted, a near perfect, white semi-circle may be observed. The inner edge of the track must be flagged for championship and record purposes.
4. To obtain the rest of the semi-circles, for lanes 2, 3, 4 etc., the distance from A or B is increased every time by 1.22m (the width of the lane).
5. To obtain the straights, metal pins may be placed in the ground on either side of the length of the straight. A cord may then be extended from one pin along the length of the straight to the other pin, which would be the same distance from the inner curb. Paint or throw chalk or lime by hand along the cord.

Notes:

The inner edge of the track must be flagged for championship and record purposes. Flagging prevents competitors running on the white line marking the inner edge of the track. Normal practice is to place small flags (25cm x 20cm) on sticks (45cm) on the white line at intervals on an angle of 60° away from the track.

Unflagged tracks are measured 20cm from the inner edge of the white line in an outward direction. Flagged tracks are measured 30cm from the inner edge of the white line (thus the smaller radius used in 2 above).

The straight, for the hurdle and 100 metres races can be marked either inside or outside a 400 metres track and outside a 300 metres track. Field event facilities can be sited where most convenient.

Anyone contemplating the construction of a track to be used in a major competition should consult the latest editions of the *IAAF Competition Rules*, the *IAAF Track and Field Facilities Manual* and other relevant publications.

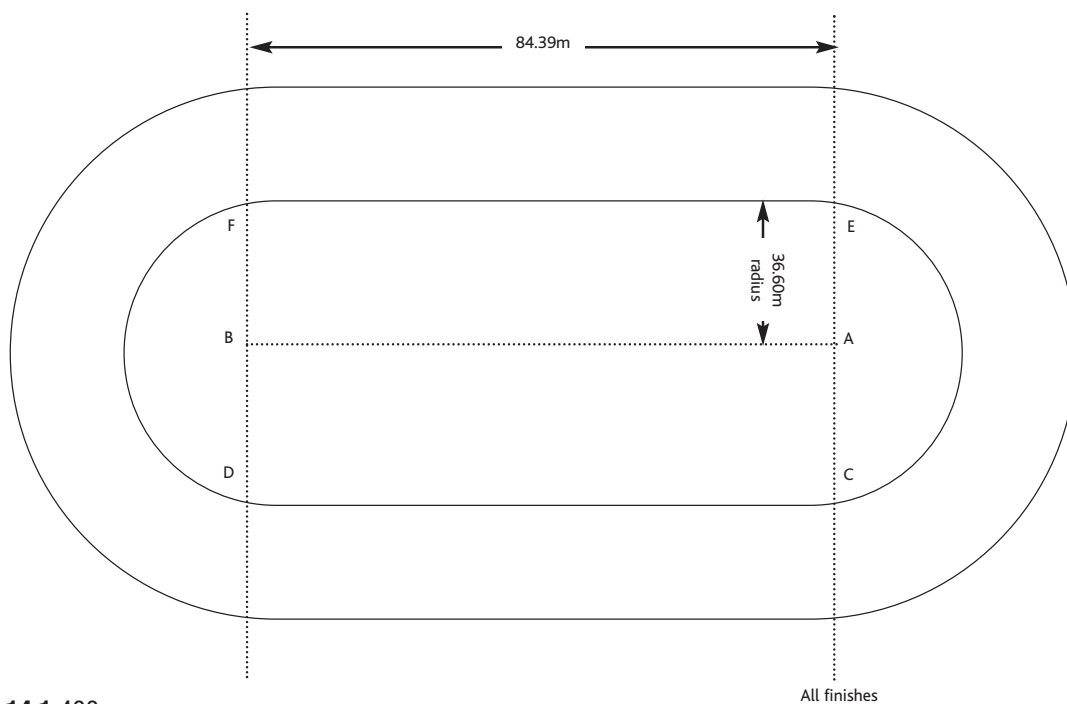


Figure 5.14.1 400m

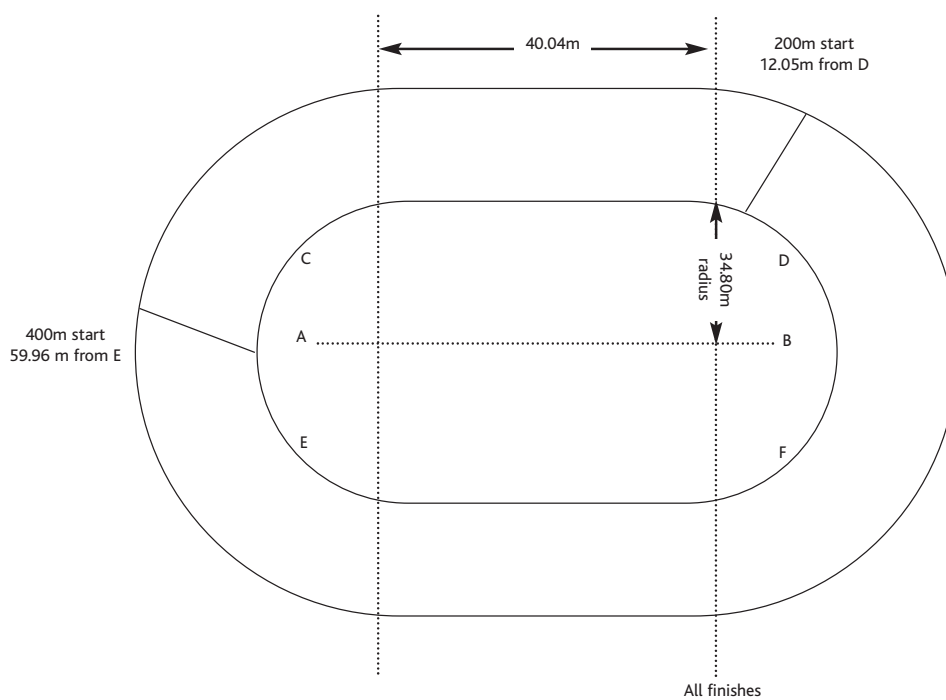
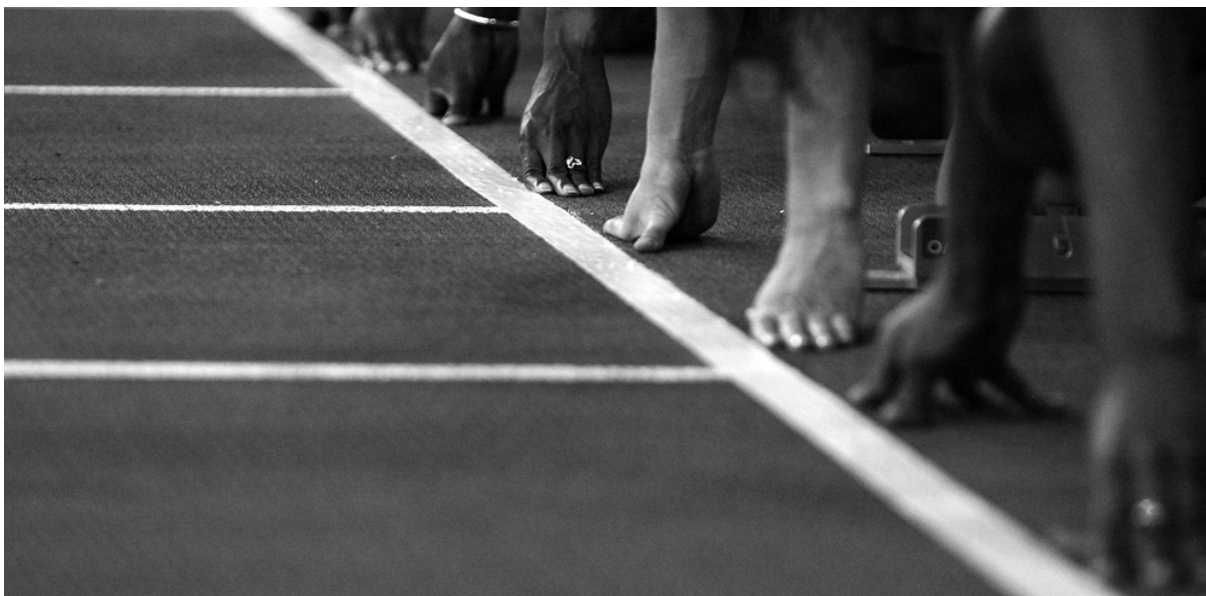


Figure 5.14.2 300m



6

PREPARATION FOR COMPETITION MANAGEMENT

How the competition is managed on the day is perhaps the most important aspect for determining the quality of experience for the participants, spectators and other groups involved in an athletics meeting. Good competition management is largely the result of good preparation. This preparation is the major part of the organisational effort for any meeting and must start well in advance. The purpose of this chapter is to give organisers an overview of the personnel requirements and key tasks of the preparation for competition management.

A. Appointment of Key Operational Personnel

An important task for the organising committee of any athletics meeting is the appointment of personnel to the key positions for operating the competition on the day. A number of these positions will assist with the preparations for the meeting and some will have work after the meeting. For smaller meetings, these appointments for the most part will be a matter of dividing the operational roles between the members of the organising committee. Major events may appoint experienced individuals from outside the committee to these positions.

In either case, appointments should be made early in the preparation process to ensure that experienced personnel are available or that those without experience have time to prepare themselves for their duties.

1. Attributes of key operational personnel

The following attributes are ideal for the key operational personnel of a meeting:

- Experience in the staging of athletics meetings
- Technical knowledge of athletics
- Ability to work under pressure
- Attention to detail
- Decisiveness
- Good “people” skills

2. Competition Director and Meeting Manager

The role of Competition Director is normally focused on the technical planning and organisation of the meeting. On the day of meeting he/she should ensure that this is accomplished. He/she is supported in the direct running of the competition aspects of the meeting by the other key officials, in particular the Meeting Manager.

On the day of the meeting, the Meeting Manager is responsible for the correct conduct of the competition and other activities in the competition arena, including the closest possible adherence to the meeting timetable and the attendance and operation of the other officials.

For smaller, less complex meetings the Secretary (see Chapter 1) who, as the top-level organiser has responsibility for the preparation of all aspects of the meeting including the support services, will take on the roles of Competition Director and Meeting Manager. However, the larger and more complex the meeting the more responsibilities there are that can and should be delegated.

Details of the management of the competition are covered in Chapter 9.

3. Technical Manager

The Technical Manager (sometimes called the Clerk of the Course) is responsible for the preparation and inspection of all facilities and equipment required for the competition and the delivery and removal of all equipment during the meeting. Some major meetings appoint separate Technical Managers for the track and the field events.

Depending on the arrangements at the venue, the Technical Manager's duties may also include preparation of other aspects required for the staging of the meeting (spectator facilities, public address equipment, etc.).

The Technical Manager may require a number of assistants during the preparation period and will certainly require assistants and equipment handlers (for moving hurdles, blocks and other equipment and to rake the pit for the Long and Triple Jumps) on the day of the competition.

The preparation of facilities and equipment is covered in Chapter 5.

4. Competition Secretary

The Competition Secretary (sometimes called the Results Clerk) is responsible for the management (collection, collation, distribution, etc.) of results and all

other information related to the competition. For larger meetings, his/her support staff and the work area they use are called the Competition Secretariat. In these cases, he/she is responsible for the preparation and operation of the Competition Secretariat. He/she may also be responsible for the preparation and operation of an information desk or Technical Information Centre.

Whilst the IAAF Rules do not specifically refer to it, the Competition Secretariat may also handle processing of entries, seeding and draws, followed by the preparation and distribution of start lists and event recording forms. For larger meetings, this work will be done in support of the Technical Delegates.

The operation of the Competition Secretariat is covered in Chapter 10. The operation of the Technical Information Centre is covered in Chapter 9.

5. Event Presentation Manager

The Event Presentation Manager is appointed for international championships and other high profile meetings and is responsible for planning and delivering the event presentation arrangements. This includes co-ordinating all aspects that make the meeting a show for the spectators and television viewers, including the announcing, the scoreboards and video boards, the music and sound effects and the activities in the arena.

The Event Presentation Manager works closely with the Organisational and Technical Delegates, where they are appointed, as well as the Competition Director during the preparation of the meeting. On the day(s) of the meeting he/she will direct the interactions of the Event Presentation Team and will be in constant communication with the Competition Director.

Further information on event presentation is given in Chapter 9.

6. Call Room Chief Judge

The Call Room Chief Judge (sometimes called the Chief Steward - or in North America, confusingly, the Clerk of the Course), is responsible for final preparation of competitors before they enter the arena for their event and ensuring that they do so on time. This

includes athlete check-in, ensuring that they are correctly numbered and in the right heat or field event group. It can also include checking that competitors are properly dressed (including the enforcement of advertising rules).

The Call Room Chief Judge is also responsible for communicating with the Competition Director and Competition Secretary, and others depending on the specific organisation of the meeting, about information on corrections to the start lists that become known in the call room process.

The Call Room Chief Judge will require a number of assistants (Call Room Judges), depending on the circumstances (set-up of facilities, size of meeting, specific duties, etc.).

The operation of the Call Room is covered in Chapter 9.

7. Announcer

The Announcer is responsible for using the public address system to inform spectators of the names, numbers and lane assignment or order of competition of the competitors taking part in each event, the results of each event and other relevant information (such as qualifying conditions for the next round, applicable records etc). Announcements such as calls to report may also be necessary to assist in the conduct of the competition.

In many cases, two or three announcers are used to cover different aspects of the meeting. In international championships and major invitational meetings, the Announcers will work in close co-ordination with the Event Presentation Manager. For these events, announcements may be required in English and French in addition to the local language.

Normally, one or more communications assistants (to relay information from the Competition Secretary, spotters in the arena and other sources) will be required to support the Announcer.

Announcing is covered in Chapter 9.

8. Scoreboard Operator

The Scoreboard Operator is responsible for the operation of the main scoreboard(s) and video boards where available. His/her main aim is to provide spectators with relevant information. He/she will work in close co-ordination with the Competition Director, Event Presentation Manager (where one is appointed) and Announcer(s) as well as the sources that supply the required information. The nature and amount of information displayed on the scoreboard, as well as the technical aspects of scoreboard operation, will depend on the circumstances (size and type of meeting, equipment in use, etc.).

The circumstances of the meeting will also determine the number of assistants and support personnel required by the Scoreboard Operator.

Scoreboard operation is covered in Chapter 9.

9. Award Ceremonies Manager

Meetings that include formal award ceremonies will require an Award Ceremonies Manager. He/she will work closely with the Competition Director, the Competition Secretariat, the Event Presentation Manager (where one is appointed), the Announcers and others to ensure the ceremonies are carried out properly and co-ordinated with the other activities taking place in the arena.

The circumstances of the meeting will determine the number of assistants and support personnel required by the Award Ceremonies Manager.

Award ceremonies are covered in Chapter 9.

10. Chief Marshal

The Chief Marshal (sometimes called the Enclosure Steward) is responsible for on-field security, e.g. keeping the arena clear of all of non-competitors and unauthorised personnel. His/her main aim is to ensure safer and more visible competitions and to reduce distractions for the competitors.

The Chief Marshall will normally require assistants for this duty, the number of which will depend on the circumstances (the set-up of the facility, numbers of people involved, etc.).

On-field security is covered in Chapter 9.

11. Medical Officer

All meetings will require a Medical Officer (sometimes called the Medical Director or Health Care Services Co-ordinator) to be responsible for the provision of medical services. These services will include first aid for competitors and all others involved in the meeting and may include additional care, such as physiotherapy for competitors at the stadium, warm-up area and team accommodation. For championships and other major meetings, he/she should be a qualified physician and will need to work closely with any Medical Delegate appointed by the relevant governing body.

Planning and preparation for the medical services to be provided can be done by the Medical Officer working closely with the Secretary or, at smaller meetings, by the Secretary himself/herself. This work will normally include contact with outside agencies such as an ambulance service, doctors or a local hospital. During the meeting, whatever its size, it is best to have a designated Medical Officer co-ordinating with the Competition Director and or the Meeting Manager so that he/she can focus on this task and leave the others free to concentrate on other aspects of the competition.

Depending on the size of the meeting and the plans for the provision of services, the Medical Officer may require a number of assistants.

Further information on the provision of medical services is given in Chapter 7.

12. Doping Control Officer

Meetings at which doping control will be carried out will require a Doping Control Officer to prepare for the operation and oversee all aspects of its delivery. He/she will need to be familiar with the IAAF Rules and Guidelines related to doping control and in most cases will need to work closely with any Doping Control

Delegate appointed by the relevant governing body.

The Doping Control Officer will require a number of assistants for the operation.

Further information on doping control is given in Chapter 7.

B. Appointment of Track Events Officials

1. Attributes of Track Events Officials

The following attributes are ideal for track event officials:

- Love of the sport
- Sound knowledge of the rules
- Common sense
- Ability to work in a team
- Concentration
- Quick reactions
- Firm but pleasant approach when dealing with others
- Understanding of the needs of athletes
- Sense of humour

2. Track Events Referee

The Track Events Referee is responsible for ensuring that all competitions on the track are conducted according to the rules. Working closely with the Meeting Manager, he/she should make the appointment of the Judges and other officials working on the track events, if this has not already been done beforehand. Working closely with the Technical Manager, he/she should ensure that all facilities and equipment to be used have been inspected and passed as satisfactory.

The Track Events Referee's duties also include hearing and deciding on protests (as distinct from appeals which are dealt with by the Jury of Appeal), deciding on results when the judges cannot agree and deciding on any matter not covered by the rules. He/she also has the power to exclude a competitor for improper conduct. He/she should be available to the media to explain rulings that arise from violations. The Track Events Referee does not act as the Starter, a Judge or Umpire.

Because of the high level of responsibility and the wide scope of knowledge required, Track Events Referees must be very experienced and, depending on local practice, meet training and qualification standards.

For most meetings only one Track Events Referee is appointed, although an Assistant is useful if the Track Events Referee has to leave his/her post for any reason, such as to deal with a protest. It is becoming common to appoint a specific Track Referee or assistants to oversee and, when necessary, referee the starts. Major meetings with events that take place outside the stadium (marathon and other road runs, race walking events) often appoint an Outside Events Referee.

For further information, see IAAF Rule 125 and the rules of other governing bodies appropriate to the competition.

3. Starter and Recallers

The Starter is responsible for starting all races fairly and in accordance with the meeting timetable. The Recallers assist the starter by observing the start and firing their guns when there is a false start. If a Recaller has aborted a start he/she reports to the Starter who decides if a false start has taken place and to whom any warning should be given.

Starters and Recallers require specific training and qualifications. Unless the event programme is very long, only one Starter may be required. Meetings that include races that start on a stagger will require at least two Recallers.

Note: At larger meetings there will be the additional position of Start Co-ordinator. This person manages the work of the start team judges at major international championships, including the allocation of duties, supervision and liaison with the timing crew.

For further information, see IAAF Rules 129, 161 and 162 and the rules of other governing bodies appropriate to the competition.

4. Starter's Assistants

Starter's Assistants (sometimes known as Marksmen) work under the supervision of the Start Co-ordinator and the Starter. Their duties include seeing that runners

get to their mark in the correct lane promptly when called for the start of their race and checking that number bibs and photo finish "hip" numbers, if used, are worn correctly. They must ensure that competitors do not place their hands or feet over the line at the start of the race. Starter's assistants are also responsible for issuing and collecting relay batons and usually help with the removal of starting blocks.

Though they benefit from experience and training, Starter's Assistants at smaller meetings can work satisfactorily with a briefing from the Starter or Track Events Referee. Larger meetings usually require several Starter's Assistants.

For further information, see IAAF Rule 130 and the rules of other governing bodies appropriate to the competition.

5. Finish Judges

Where a photo finish system is not available or where a manual backup system is needed, the Finish Judges decide and record the order in which competitors finish their race. The Chief Track Judge normally allocates the events and places to be picked to each of the Finish Judges.

Though they benefit from experience and training, Finish Judges at smaller meetings can work satisfactorily with a briefing from the Track Events Referee or Chief Judge. At least four Finish Judges should be appointed but if the programme is long more will be required so that they can have a break in turn.

For further information, see IAAF Rules 126 and 164 and the rules of other governing bodies appropriate to the competition.

6. Timekeepers and Photo Finish Judges

Where hand timing is used, Timekeepers are responsible for recording the official times of the competitors. Where a photo finish system is used, the Timekeepers act as a backup to the system, if required. The Chief Timekeeper, assigns tasks to the other Timekeepers. Photo Finish Judges work with the photo finish system technicians and read the photos to assign places and times for each competitor.

Timekeepers require specific training and qualifications. Though not ideal, smaller meetings often supplement the timekeeping crew with experienced coaches or officials. The number of Timekeepers to be appointed depends on the standard of the meeting. There should be at least one for each competitor for races run in lanes.

Photo Finish Judges also require specific training and qualifications. Normally there is a Chief Photo Finish Judge and one or two assistant judges.

For further information, see IAAF Rules 128, 164 and 165 and the rules of other governing bodies appropriate to the competition.

7. Umpires

The Umpires (sometimes called Inspectors) are the “eyes” of the Track Events Referee around the track. They observe the runners to see that they keep to their proper lanes and do not cut in illegally, cross or jostle other competitors during their race. They are also responsible for observing the changeovers in relay races and assisting with the proper set-up of hurdles.

Umpires do not have the power to make decisions and must report observed infractions to either the Chief Umpire or directly to the Track Events Referee depending on the specific arrangements for the meeting.

Though they benefit from experience and training, Umpires at smaller meetings can work satisfactorily with a briefing from the Track Events Referee or Chief Umpire. At least four Umpires are needed though more (ideally four for each lane in use) will be required if relays are included in the events programme.

For further information, see IAAF Rule 127 and the rules of other governing bodies appropriate to the competition.

8. Lap Scorers

The Lap Scorers keep a record of the laps completed by competitors in races longer than 1500 metres. (For events of 5000 metres or longer, the time of each competitor at the end of each lap should be recorded.) Their other duties include operating the

display of the number of laps remaining for the race leader, indicating the laps remaining to competitors who have been or are about to be lapped and signalling, usually by ringing a bell, the final lap.

Though they benefit from experience, Lap Scorers do not require specific training and can work satisfactorily with a briefing from the Track Events Referee. Smaller meetings often use just one Lap Scorer to operate the display and final lap bell. Championships and major meetings will require one Lap Scorer for each four competitors in a race (six in a Walking race).

For further information, see IAAF Rule 131 and the rules of other governing bodies appropriate to the competition.

9. Race Walking Judges

Meetings that include Race Walking events require specialised Race Walking Judges. Their responsibility is to ensure that IAAF Rule 230 is enforced.

Race Walking Judges must have specific training and qualifications. The number of Race Walking Judges required depends on the circumstances. Track races in major meetings will require six Race Walking Judges including a Chief Judge. Though not ideal, smaller meetings often make do with fewer. For major international and Area meetings, all the Race Walking Judges must be members of the IAAF Panel of International and Area Race Walking Judges. Races that take place on a road course will require six to nine Race Walking Judges, including a Chief Judge, depending on the nature of the course.

For further information see IAAF Rule 230, the rules of other governing bodies appropriate to the competition and *The Judging of Race Walking*.

C. Appointment of Field Events Officials

1. Attributes of field events officials

The attributes that are ideal for track events officials are also applicable for field events officials.

2. Field Events Referee

The Field Events Referee is responsible for ensuring that all field event competitions are conducted according to the rules. Working closely with the Meeting Manager, he/she should make the appointment of the Judges and other officials working on the field events, if this has not already been done beforehand. Working closely with the Technical Manager, he/she should ensure that all facilities and equipment to be used have been inspected and passed as satisfactory.

The Field Events Referee's duties also include hearing and deciding on protests (as distinct from appeals which are dealt with by the Jury of Appeal), supervising the measurement of records and deciding on any matter not covered by the rules. He/she also has the power to exclude a competitor for improper conduct. He/she should be available to the media to explain rulings that arise from violations. The Field Events Referee does not act as judge for any event.

Because of the high level of responsibility and the wide scope of knowledge required Field Events Referees, like Track Events Referees, must be very experienced and, depending on local practice, meet training and qualification standards.

For most small meetings only one Field Events Referee need be appointed. However, for major meetings, Referees may be appointed to oversee the jumping events, throwing events and combined events respectively.

The Field Events Referee(s) must ensure that any Electronic Distance Measurement (EDM) equipment being used has been tested for accuracy.

For further information, see IAAF Rule 125 and the rules of other governing bodies appropriate to the competition.

3. Field Event Judges

The Field Events Judges determine the validity, measure and record the trials of competitors. The Field Events Referee normally assigns the judges to their events and names a Chief Judge for each event, if this has not already been done beforehand. The Chief Judge is

responsible for the conduct of the event, allocating the duties of the judges and the work of the judging team, referring back to the Referee in case of problems. If no EDM system is used, a judge reads the measurement from the tape.

It is important that those appointed to the position of Chief Judge for a field event have relevant experience and training. Though they benefit from experience and training, the other Judges at smaller meetings can work satisfactorily with a briefing from the Field Events Referee or Chief Judge.

The number of Field Event Judges that will be required depends on the number of field events that will be taking place simultaneously and the level of the competition. The minimum requirement is two per jumping event (including the Chief Judge) and three per throwing event (including the Chief Judge). Where the number of available judges is small, they may require assistance from others to ensure the event is conducted efficiently. Major meetings will use up to eight per event (including the Chief Judge).

For further information, see IAAF Rule 126 and the rules of other governing bodies appropriate to the competition.

D. Appointment of Other Competition Officials

1. Attributes of other competition officials

The attributes that are ideal for track events officials and field events officials are also applicable for other competition officials.

2. Wind Gauge Operators

The Wind Gauge Operators set up and operate the wind gauges, record results and communicate them to Chief Judges of the long jump and triple jump events and to the Competition Secretary for running events.

Wind Gauge Operators can work satisfactorily with a briefing on the operation of the instrument. Depending on the event programme and layout of the stadium, one

Wind Gauge Operator will generally be required for the track events (unless it is operated automatically by the photofinish equipment) and one each for the long jump and triple jump.

For further information, see IAAF Rules 136, 163 and 184 and the rules of other governing bodies appropriate to the competition.

3. Call Room Referee and Judges

In major meetings, Call Room Judges are appointed to work with the Call Room Chief Judge (see above) and to be responsible for the checking of the competitors' clothing and other equipment, and ensuring they are in the correct heat or group prior to their entry into the arena. When they are used, as many as ten Call Room Judges may be required.

Call Room Judges can work satisfactorily with a briefing from the Call Room Chief Judge and Referee.

For further information, see IAAF Rule 138 and the rules of other governing bodies appropriate to the competition.

4. Technical Support Crews

To ensure the smooth and efficient running of a meeting it is extremely useful to have a number of support crews to assist with key technical work. These include:

Equipment Crew — Assists with preparing equipment and moving it in and out of the stadium. Also assists with removing and replacing sections of the inside running rail as required for the high jump, javelin and steeplechase events. Normally the Equipment Crew reports to the Technical Manager.

Hurdle Crew — Sets up and removes hurdles and steeplechase barriers. Normally the Hurdle Crew reports to the Technical Manager.

Start Line Crew — Moves the starting blocks, lane markers, Starter's stand and other equipment used at the start of races into the proper position. Also removes the starting blocks after the start of the 400 metres, 400 metres hurdles and relays. Normally the Start Line Crew

reports to the Technical Manager, the Starter or the Start Coordinator.

Pit Crew — Rakes the pit for the long jump and triple jump, assists with the set up and removal of equipment used for these events. May also be required to assist with high jump and pole vault if there are problems in those events with the landing areas. Normally the Pit Crew reports to the Technical Manager or the Chief Judge.

Basket Crew — Moves the baskets with the athlete tracksuits from the starting area to the post event area where the athletes can retrieve them. Normally the Basket Crew reports to the Meeting Manager or the Starter.

Members of these support crews can work satisfactorily with a briefing from the Technical Manager or another official responsible for their supervision.

E. Briefing and Training of Competition Officials

An athletics meeting can only be completely successful if its competition officials (and other volunteers) are well trained and briefed as to their duties and responsibilities. The reality often is, however, that some may, by necessity or circumstance, only be recruited at the very last moment, sometimes even during the meeting itself.

In any case, it is prudent to make every effort to ensure that every competition official has the appropriate information and feels confident with his/her tasks. Planning and preparation for briefing and training should start early in the organisation process.

1. Planning and organisation

This means that someone must be in charge of briefing, sometimes different people for each individual area of operation. In the case of a major event, a more elaborate programme of training may be needed. For competitions that are held as part of a series or on a regular basis, a regular team of officials and volunteers can be formed, not only reducing the need for training at each meeting but also providing a knowledge pool for newcomers.

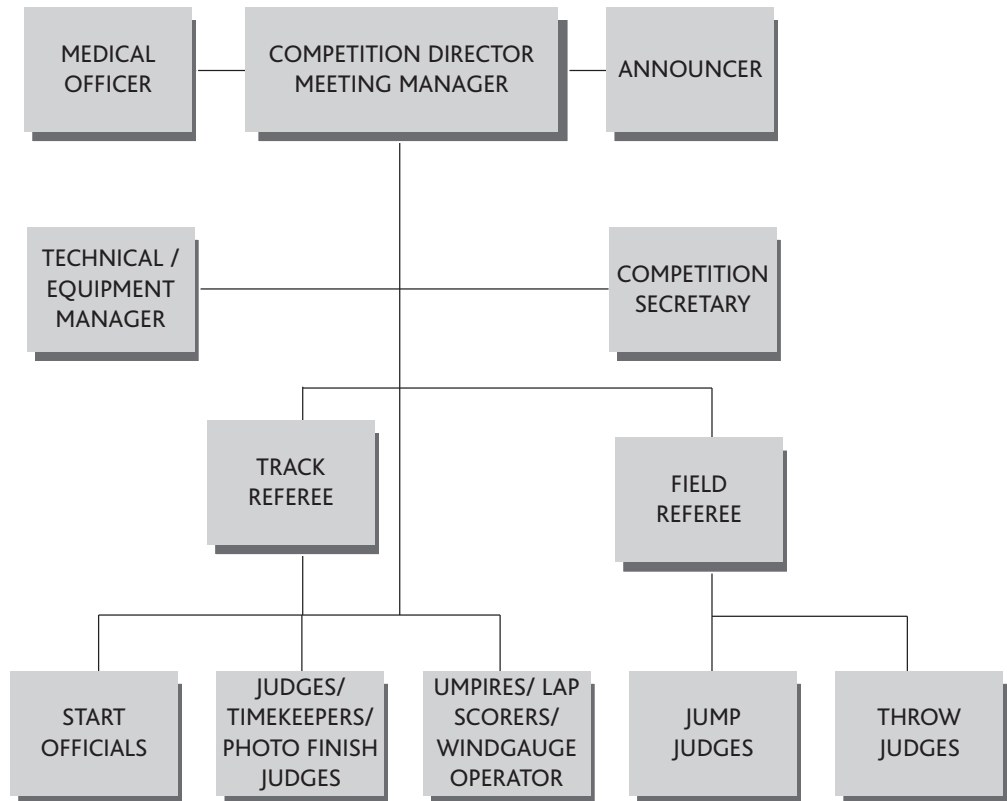


Figure 6.1 Competition management structure for a smaller athletics meeting.

Even in these circumstances, however, the need to regularly brief officials, advising them of any variations in normal practices and rules, should not be overlooked.

For major events it is strongly advisable to have a final briefing session for officials and volunteers, either as a large group or in individual units, shortly before they begin their duties. The leaders of each group must ensure that they themselves are well briefed and are prepared to take on the responsibilities of not only the allocated tasks but of leading the group as well.

2. Briefing requirements

Those responsible for briefing need to be well informed, have good inter-personal skills and be willing and able to pass on the necessary information effectively. Briefings can take a variety of forms but are usually an appropriate mix of verbal explanation and written material. The essential areas to be covered in the briefing of competition officials include:

- General and specific information for the various roles
- Familiarisation with the venues and specifically the areas in which each person will be working
- Familiarisation with new equipment, communication systems
- Familiarisation and, ideally, practice of the task or tasks expected of the person

Specific points for the briefing of competition officials in each event are given in Chapters 11 and 12.

3. Training officials for major meetings

For bigger meetings, or new meetings, it is usual for the training and briefing process for officials and volunteers to be more extensive. In addition to what is described above, this process could include:

- Officiating and grading courses
- Actual competition rehearsals
- Briefing on plans for television broadcast arrangements

- An officials/volunteers handbook or meeting operation manual (see below for details)

Organisers must be careful, however, to ensure they do not over-train or unnecessarily call upon the time of those volunteering their services to the sport.

Further information on the preparation of competition officials is given in Appendix VI.

F. Production of Printed Materials

All but the smallest and most informal athletics meetings will have some requirement for printed information to be distributed to athletes and others involved. The following are the items most commonly produced.

1. Athlete information sheet/team manual (or meeting guide)

Whatever the size or status of a meeting, it is always advisable to provide information about the conduct of the competition to the competitors and their support personnel – team officials, personal coaches etc.

For the smallest meetings this could be limited to the most basic details – date, venue, the competition timetable, warm-up arrangements, confirmation (report in) and call up times, allowable uniforms to be worn, any special rules for the competition etc.

Where athletes enter competitions as individuals this information should be provided to them reasonably in advance of the competition day. This could be on the entry form or more usually by a mailing, together with a confirmation of their entry. Where the meeting has a website, it is also a good idea to ensure that this information is placed there and updated whenever changes are made.

In its most elaborate form, a team manual will be produced setting out all the relevant information in relation to the conduct of the competition and where other elements are involved, details about transport, accommodation, training arrangements, etc.

A list of items that may be addressed in athlete information sheets or team manuals is given in Schedule 6.1.

2. Officials handbook and/or meeting operations manual

It is also important to provide officials with appropriate printed information that will complement and supplement their briefings. For smaller meetings this is usually in the form of an information sheet covering key points such as the meeting date, venue, competition timetable, uniforms to be worn, etc. For larger meetings this and other information will be included in a more elaborately produced officials handbook and/or meeting operations manual.

A list of items that may be addressed in information sheets and the officials handbook and/or meeting operations manual is given in Schedule 6.2.

3. Meeting programme

With the exception of open meetings taking entries on the day, every meeting will require some form of printed programme or starting lists. These are designed not only to enable the officials conducting the events to know which athletes are competing and in what lanes or order, but also to enable the spectators and media to follow what is happening.

A programme can take various forms - from a photocopied timetable and set of start lists for each event prepared by the Competition Secretariat the night before the meeting through to a glossy souvenir version with photographs, stories and advertisements in addition to the competition details. All sorts of statistics and record information can be supplied to enhance a programme or start list but the key information that should always be supplied includes:

- Event name and starting time
- Progression details to the next round (if the event is not a final)
- Lane number or competition order
- Competitor number (if bibs are being worn), name and team

It is not essential but very helpful to supply details of the relevant records that may be challenged by the competitors during the meeting.

For a international championships held over several days, the most popular and useful type of programme is one prepared on a daily basis that includes the start lists for that day and the results of previous days' competition.

G. The Entry Process

Work on entries can begin after the date of an athletics meeting has been confirmed and the list of events to be staged has been agreed. By this time, the target group of athletes has been identified so entry qualifications and the various bits of information that the competitors and organisers must exchange to make the meeting function can be identified.

Consideration can be given to the best method and timing for communicating with the athletes and to decisions such as the level of entry fees and the late entry policy. Before entry forms are distributed, organisers must also plan for dealing with the completed forms.

1. Entry qualifications

Entry qualifications will depend on the type and size of meeting. In matches, for example, entry will normally be restricted to the members of the teams taking part. In championship meetings, the most usual qualifications include eligibility by status or membership of an organisation (citizenship of the country holding the championship, enrolment in an educational institution for a student championships, etc.) as well as previous performances or placing in qualification competitions. In open, invitational and relay carnival meetings the organisers have more flexibility and can set entry qualifications to match the profile of their target group or groups of athletes.

The parameters most commonly used for setting entry qualifications include:

Age – Events may be open to competitors of all ages, however the separation of senior athletes from younger competitors and masters is much more usual. Depending on the meeting and number of competitors, further groupings among younger and older athletes are common. It is, of course, possible to have events for two

or more age groups in the same meeting. Organisers should use the age groupings recognised by the national federation and local practice rather than create a system of age qualifications specific to their meeting.

Gender – Specification should be made as to whether an event is for men or women. IAAF rules generally prohibit mixed events in competitions held entirely within a stadium. For other levels of competition, the relevant rules should be consulted and the conditions for such a case should be clearly stated in the entry information.

Performance standards – Performance standards may be set to restrict entry to competitors of certain ability. If this method is used the entry information should be specific about the following:

- The time period during which the standard should be achieved
- Whether hand or fully automatic timings or both will be accepted for track events
- Whether marks from indoor or outdoor competitions or both will be accepted
- Whether wind gauge readings are required for sprint and hurdle races, long jump and triple jump marks

2. Entry forms - information requested from competitors

In meetings where athletes enter as a part of a team, a simple bulk entry form completed by the team manager is normally all that is required. The information on each athlete typically requested on such a form includes:

- Name
- Date of Birth
- Gender
- Event(s) entered
- Career and seasonal best performances in the events entered

For meetings where athletes enter as individuals, additional details may be required. The extra information on each athlete typically requested on such a form includes:

- Registration number (if appropriate)
- Nationality/club/school

- Contact information (address, phone, e-mail)
- Height and weight (for statistical and media purposes)

3. Entry forms - information on the meeting

Information on the meeting typically included with blank entry forms includes:

- Name of the meeting
- The permit from the relevant governing body under which the meeting operates
- Date and venue
- Events to be conducted (preferably with a timetable)
- Entry fee or costs payable by teams (if relevant)
- Check-in and reporting arrangements
- Policies regarding uniforms and personal implements
- Special regulations if any (including eligibility rules, entry qualifications and standards, whether personal throwing implements will be allowed)
- Closing date for entries
- Late entry policy
- Where form should be returned to (address, fax, e-mail address)

It is normal to include sponsor logos on entry forms. It is also normal to give information on prizes offered (places for which there will be prizes, nature of prizes, value).

A sample entry form is shown in Schedule 6.3.

4. Production and distribution of entry forms

For most meetings, there is no need to spend a lot of money on expensive design or printing. Forms can be designed by hand or on a computer and mass-produced by photocopier. However, careful consideration needs to be given to how many forms to produce and the method of distribution. Decisions on these matters will depend on the target market of competitors.

For matches and other meetings where entry is through a team, the forms should be sent to the club secretaries or other appropriate person at the addresses of the desired teams. For open meetings, mailings to clubs and schools may need to be supplemented by advertisements in appropriate publications, posters and other printed items that indicate how entry forms can be obtained.

One normally successful method is to distribute posters and entry forms to sports equipment shops. Online entry systems are also frequently used.

5. Entry fees

The main considerations when deciding to charge an entry fee and setting the amount of the entry fee are importance of the income to the organiser's budget and the amount that the teams or competitors can be expected to pay.

Organisers should take care not to deter competitors from taking part by ensuring that entry fees are set at a level that the target group of athletes can easily afford. First time organisers should check with local clubs or the national federation for guidance in this area.

For team meetings there can be a per-participant charge, or an agreement to share overall costs provided the organisers stay within the expenditure budget.

6. Closing date and late entry policy

The closing date for entries must be set to allow the organisers sufficient time to draw up event lists, make adjustments to timetable and produce the meeting programme. The critical factor is normally the time it takes to produce the programme. Design and layout can be done in advance but final entry information can only be added when it is available.

If a printing firm is to be used, it should be consulted before the closing date is set.

In smaller meetings, particularly those with an easily produced meeting programme, the closing date can be close to the actual day of the meeting. Open meetings often accept entries on the day.

Once the entry deadline is set, it is almost inevitable that there will be athletes who want to enter after it. For this reason, the late entry policy must be included on the entry form and it can be included on advertisements and other materials. Some meetings refuse all late entries while some will accept them up to and even on the day (on condition that there are lanes available) and make a surcharge on the entry fee.

7. Processing the entry forms

The simplest method for dealing with entries is where competitors sign up on the start line or at the field event site. In these circumstances, there is little to the entry process, other than for the organisers to provide the paperwork required. For other meetings, there will be a number of steps and tasks to be undertaken to process the entry forms.

Responsibility for the processing the entry forms, including notifying competitors of their acceptance to the meeting, can fall to the “organising team” (the Organising Secretary/Organising Committee) or to the “competition management team” (the Competition

Secretary/Competition Secretariat) or can be divided between the two. The approach taken will depend on the meeting and the resources available. Whilst it is not so important exactly “who” does “what”, it is vital to ensure that all the necessary tasks are planned for and completed.

If there is to be a shift at some time in the responsibility for processing the entries, early determination and clarity about when it transfers from the “organising team” to the “competition team” is essential.

Details of entry processing and information distribution are given in Chapter 10.



Competition Management Preparation Basic Checklist

- | | |
|---|---|
| <input type="checkbox"/> Competition Director appointed | <input type="checkbox"/> Race Walking Judges appointed |
| <input type="checkbox"/> Meeting Manager appointed | <input type="checkbox"/> Field Events Referee appointed |
| <input type="checkbox"/> Technical Manager appointed | <input type="checkbox"/> Field Events Judges appointed |
| <input type="checkbox"/> Competition Secretary appointed | <input type="checkbox"/> Wind Gauge Operators appointed |
| <input type="checkbox"/> Call Room Chief Judge appointed | <input type="checkbox"/> Call Room Referee and Judges appointed |
| <input type="checkbox"/> Announcer appointed | <input type="checkbox"/> Support crews appointed |
| <input type="checkbox"/> Scoreboard Operator appointed | <input type="checkbox"/> Briefing and training plans for competition operation personnel prepared |
| <input type="checkbox"/> Award Ceremonies Manager appointed | <input type="checkbox"/> Competition operation personnel briefed and trained as required |
| <input type="checkbox"/> Chief Marshal appointed | <input type="checkbox"/> Athlete information sheet (or Team Manual) produced |
| <input type="checkbox"/> Medical Officer appointed | <input type="checkbox"/> Officials' handbook (or Meeting Operation Manual) produced |
| <input type="checkbox"/> Doping Control Officer appointed | <input type="checkbox"/> Meeting Programme prepared |
| <input type="checkbox"/> Track Events Referee appointed | <input type="checkbox"/> Entry qualifications, deadline, fees and procedure agreed |
| <input type="checkbox"/> Start Co-ordinator and Starters appointed | <input type="checkbox"/> Entry forms prepared and distributed |
| <input type="checkbox"/> Recalls appointed | <input type="checkbox"/> Entry form processing procedure in place |
| <input type="checkbox"/> Starter's Assistants appointed | <input type="checkbox"/> Briefing and training plans for competition operation personnel prepared |
| <input type="checkbox"/> Judges appointed | |
| <input type="checkbox"/> Time Keepers/Photo Finish Judges appointed | |
| <input type="checkbox"/> Umpires appointed | |

SCHEDULE 6.1 SAMPLE CONTENTS FOR THE ATHLETE INFORMATION SHEET OR TEAM MANUAL

1. Competition programme and timetable
2. Competition venue including a location map and a plan of the facility
3. Competition equipment
4. Location of the Call Room and warm-up facilities
5. Call Room times and procedures
6. Special competition instructions including the use of and checking in of personal equipment, the use of, checking in and return of road event personal refreshment bottles, etc.
7. Procedures to be followed on leaving the competition arena
8. Location, staff list and opening hours for the Competition Secretariat
9. Protest and appeal procedures
10. Doping control procedures including allocation of team managers' passes
11. Transport timetable or arrangements
12. Special competition rules or procedures
13. Procedures for the award ceremonies
14. Details of the technical meeting — venue, date, time, agenda
15. Information on accreditation zones, medical rooms, etc at stadium
16. Route map and profile of road race courses
17. Special instructions for road races including details of the pre-race course inspection for competitors and team officials
18. Details of arrangements for training prior to and during the competition dates
19. Details of special training facilities such as the weight training room

SCHEDULE 6.2 SAMPLE CONTENTS OF THE OFFICIALS' MANUAL

1. Competition programme and timetable
2. Competition venue, including a location map and a plan of the facility
3. Competition equipment
4. Location of the Call Room and warm-up facilities
5. Call Room times and procedures
6. Procedures to be followed on leaving the competition arena
7. Transport timetable or arrangements
8. Special competition rules or procedures
9. Procedures for award ceremonies
10. Information on accreditation zones, medical rooms etc at stadium
11. Route map and profile of road event courses
12. Officials dress, accreditation and protocol
13. List of all officials
14. Arrangements for communication between different groups of officials
15. Infield preparation schedule
16. Technical Information Centre (TIC)
17. Technical Meeting (if any)
18. Any other special instructions

SCHEDULE 6.3 SAMPLE ENTRY FORM

TITLE OF MEETING
PLACE & DATE

Family Name:

Given Name:

Date of Birth

Gender: M / F

Height:

Weight: kg

Registration No:

Club/Team/School:

Address:

Home Phone:

Work Phone:

Fax:

Mobile

Post code:

Email:

Event	Qualifying Best* (Best performance since start of Qual period)		Personal Best (Personal best ever performance)		Season Best Performance (Best performance in current year)	
	Women	Men	Performance	Date (dd/mm/yyyy)	Performance	Date (dd/mm/yyyy)
	Open U20	Open U20				

Please ensure that you fill in all details (print clearly) and your * performance is within the qualifying period [state qualifying period here]
In submitting my entry I acknowledge that the competition will be conducted under the rules of the IAAF, the [insert name here] Federation and the printed rules of the meeting. I confirm that all of the information provided by me above is correct and acknowledge that I may be subject to penalty if any of it is proven to be incorrect.

Office use only

DELIVER BY HAND OR POST TO:
[Insert address for receiving entries here along with the contact phone number]
ENTRIES CLOSE ON
[Insert closing date]
ENTRIES RECEIVED OR POST MARKED AFTER THE CLOSING DATE WILL NOT BE ACCEPTED

Entry fee enclosed

Signature

Date



7 LOGISTICS AND SPECIAL SERVICES

Logistic and special service requirements vary according to the nature and circumstances of the athletics meeting to be organised. For school or club meetings, the needs will be limited, while for a major championships they can be far more demanding. In all cases, it is important that the number and scope of the services to be provided are identified early so that appropriate organisational structures can be put in place and that details for delivery, budget implications and personnel requirements can be determined. In this chapter we look at considerations and issues for planning the delivery of the most common services.

A. Accommodation

For many athletics meetings, the organisers will not need to make accommodation arrangements, as it will not be necessary or expected. For other meetings it might simply be an issue of identifying suitable accommodation and providing information, including contact details and price, to those who might wish to access the same at their own cost (either teams or individuals). For those meetings where the organisers are expected to

make and or pay for accommodation arrangements consideration should be given to the requirements of:

- Competitors and team officials
- Competition officials
- Other members of the “Event Family” (including organisational personnel, official delegates, VIPs and invited guests, sponsors, etc.)
- Media

Identification of any requirements should be made in the earliest planning for the meeting. If there are services to be provided, this work must be one of the first priorities for a meeting organiser. Unless arrangements are made in time there may be insufficient accommodation at an appropriate price to properly cater for all those who might need it. It is advisable therefore, that responsibility is assigned as early as possible, preferably to a person or group with experience in this area.

If the requirements warrant, those responsible will need to elaborate a plan for meeting the needs of each group. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising

Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with accommodation related issues as they arise.

CHOICE OF ACCOMMODATION

Considerations for the choice of accommodation for each group involved in an athletics meeting include:

- Suitability, price and quality for the particular personnel
- Proximity to competition venue and other official sites
- Availability, price and suitability of meals
- Availability of service areas (work and meeting/conference rooms, gym, weight room, swimming pool, space for event medical staff)
- Ease of access for parking and transport services

Details of accommodation arrangements should be communicated to the groups who will be making use of them. Information should also be included in the team manual and be available at the initial arrival points (usually welcome or hospitality desks at airports and train stations for major meetings), the accommodation sites themselves and the Technical Information Centre.

B. Transport

As with accommodation, the expectations on the organisers of athletics meetings with regard to transportation can vary greatly. Organisers may, however, need to address one or more of the following transport requirements:

- Official transport for participating groups
- Spectator transport
- Equipment transport

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and to deal with transportation related issues as they arise.

Those responsible should also liaise with the police authorities to obtain their advice and secure their support in relation to traffic movements, escorts for official transport operations etc.

Specific considerations for the main areas of transportation requirement include:

1. Official transport

For meetings where accommodation is to be arranged for some or all of the participating group, it is normal to provide the following transport services:

- From the place of arrival (i.e. the city's airport or main rail station) to the accommodation and return
- From the accommodation to the training and competition sites and return
- From the accommodation to any official functions or activities associated with the meeting and return

Official transport arrangements must be carefully prepared and it is essential that personnel with specific experience plan and manage these arrangements – military service personnel are often used for this purpose.

Initial considerations will include the numbers to be transported and the schedule for arrivals and departures. Will buses or smaller vehicles or a mixture of vehicles be required? Is there provision for the transport of luggage and oversize or heavy items such as vaulting poles and throwing implements brought by the competitors? The "fleet" of official transport vehicles can involve a mixture of coaches and/or mini buses, vans (especially for moving equipment and other event-related material), self-drive, dedicated or pool cars (with drivers).

Other considerations include:

- Recruitment and briefing of drivers
- Identification of official vehicles
- Parking arrangements at all venues
- Communication
- Contingency plans

Details on official transport should be communicated to the groups that will be making use of it. Information should also be included in the team manual and be available from the initial arrival points (a transport desk linked to the welcome or hospitality desks at airports and train stations for major meetings), the accommodation sites and the Technical Information Centre.

2. Spectator transport

Consideration must be given to how spectators will travel to the meeting. Will they come by private car, public transport or a combination of the two? An estimate of those who will arrive by private car will be needed so that arrangements for parking can be made. Liaison with the local transport authorities to ensure that the best possible bus and train transport options will be available to and from the venue. It is important to ensure early notification of the authorities so that they can make any necessary adjustments to their schedules. The inclusion of the cost of public transport in the ticket price for an event is becoming a popular option at major events.

For events where a large crowd is expected or spectator transport arrangements are critical, it can be useful to communicate information through the media, through the transport companies that might be involved, on tickets purchased before the day of the competition and other means.

CAR PARKING ARRANGEMENTS

Organisers should liaise with the venue operators to ensure that both required space and attendants to manage arrival and departure of vehicles to be parked will be prepared and in place. It is usually wise to reserve specific areas for official and special vehicles to ensure ease of parking and departure and that a place will be available. Meetings at which the some or all of the Event Family are not being accommodated, and therefore can be expected to arrive on the day, may make special car parking arrangements necessary.

3. Equipment transport

Delivery and pick-up of any purchased or borrowed equipment for the meeting may be covered as part of the purchase or hire agreement but if not, transport will have to be arranged. This should be planned in advance, especially if larger items such as throwing cages, high jump/pole vault uprights and landing areas, hurdles or portable seating are involved.

C Venue Catering

The main catering service for groups at an athletics meeting accommodated by the organisers will normally be included in the accommodation arrangements. However, most meetings will also have requirements for catering of one type or another at the competition venues. These may include catering for:

- Competitors
- Competition officials and other organisational personnel
- VIP and Sponsor hospitality
- Spectators

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with venue catering related issues as they arise.

In most cases, the major issue for those responsible will be the appointment of a suitable caterer for all or each of the groups listed above (ensuring that each caterer is capable of fulfilling the tasks expected to the required quality level). Those responsible will then have to co-ordinate and control the work of the caterer(s). Note that often one or more caterers will already have catering rights at the venue and it will be necessary to work with them.

Specific considerations for the main areas of venue catering requirements include:

1. Competitor catering

It is essential that organisers make provision for refreshments for the athletes at all competition and warm-up sites and, where they are used, at the training sites. Clean water is a minimum requirement and other appropriate drinks can be provided according to availability and tastes. Provision of such items in the Call Room and post-event areas is also important. The Combined Events Rest Area will require both drinks and some food (e.g. bananas). Where doping control is to be undertaken, appropriate quantities of sealed bottled drinks will be required.

It is not usual for organisers to be responsible for food for competitors, except where it is associated with accommodation. However in some cases, particularly school meetings, organisers might include, for example, the price of a boxed lunch in the entry fee or make arrangements to provide dedicated access at spectator catering outlets for food or drink purchases by the competitors.

2. Competition officials and other organisational personnel catering

It is important, particularly on warm days, to ensure that water or other drinks are readily available at all times to officials and other organisational personnel conducting the meeting.

It is also important that suitable arrangements are made for snacks or meals for these same people, wherever and whenever they are working as sometimes those working away from the main venue or working long or unusual hours are forgotten. In these cases, meal packs or cash allowances are suitable solutions.

3. VIP and sponsor hospitality

Other than for meetings of very short duration, it is normal to provide some form of hospitality for VIPs, for sponsors and for other guests. In some cases, this may also include catering for spectators who have purchased premium priced tickets in special seating areas. These

various activities may take the form of sit-down functions before, during or after the meeting through to lighter snacks and drinks served in the seating areas or in ante-rooms nearby.

4. Spectator catering

Appropriate food and drink outlets should be provided for the spectators. Care should be taken to ensure that the caterers provide appropriate and affordable food for the likely spectator demographic. If a larger crowd than usual is expected then appropriate provision should be made for additional outlets.

D. Security and Accreditation

For the smallest athletics meetings, security and accreditation will not be major issues. In fact, they may be completely irrelevant. However, for other meetings these issues will vary in importance from “minor” through to “critical”. Depending on the particular circumstances, security can be provided by specially briefed volunteers, venue staff, professional security personnel or the police. For major events, security arrangements will often include a mix of all these. The main security considerations include:

- Crowd control
- Athlete and VIP safety
- Special area security

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, this will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with security related issues as they arise.

Specific considerations for the main areas of security requirements include:

1. Crowd control

At its most simple, crowd control may involve ushers directing spectators to where they may sit or stand or volunteer marshals barring entry to restricted areas such as the infield. At the other end of the spectrum, it may call for professional security staff or police personnel, especially when larger spectator numbers are involved.

2. Athlete and VIP safety

For major meetings where high profile athletes are competing or important personnel may be attending in an official or guest capacity, provision may need to be made for personal protection type security.

3. Special areas

Arrangements may be needed to prevent unauthorised access to restricted areas and to “police” these areas during operation periods. The areas that should be considered for security protection include:

- Competition arena
- Warm-up areas
- Call Room and post event areas
- Media zones and work areas
- Medical and doping control areas
- Sensitive competition management areas (i.e. the announcing and photo finish rooms)
- VIP areas
- Training tracks

For further information regarding on-field security, see Chapter 9.

E. Medical

The health and well being of all participants and spectators should be of the highest priority for all athletics meeting organisers. Whatever the size or level of a meeting, provision must be made for appropriate medical services. For a small meeting, medical services in their simplest form might be a volunteer with first aid skills and a plan for contacting back-up should it be required. For the biggest events, it could involve a

ACCREDITATION

Accreditation is any system by which meeting participants are specifically identified for the purpose of them obtaining access to certain areas, which might otherwise be restricted, or other privileges.

Accreditation systems are important for security as they help ensure that only those who require access obtain it, thereby controlling the number of people in certain areas. This is particularly important for competition areas (which should always be as free as possible from unnecessary personnel) and sensitive areas such as competition management and doping control areas.

In its simplest form, accreditation might be a complimentary ticket or name badge. The most elaborate form of accreditation might include a sealed card with inbuilt security devices or holograms. Usually accreditation cards contain the name and role of the bearer (often also with a photo) and then a series of numbers, colour codes or letters that indicate the areas or privileges that he/she can access.

number of specially equipped medical centres, ambulances on site and professional staff on stand-by. The main medical service include:

- First Aid
- Competitor care

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with medical services related issues as they arise.

Specific considerations for the main areas of medical service include:

1. First aid

Basic first aid services should be available to all event participants (competitors, competition officials, volunteers) as well as to spectators and guests. In many countries, these services are provided through volunteer first aid or ambulance associations. Alternatively, meeting officials or volunteers might have these skills. Wherever possible it is always a good idea to have a medical doctor present, or on call.

For all meetings it is advisable for the organisers to make themselves aware of the nearest available hospital and other medical services and where possible to put the authorities on notice that a meeting is being held in case their services are required at short notice.

It is also important to have a plan for transporting serious cases to the hospital. This plan will include the personnel responsible, vehicles to be used, the route to be followed and contact telephone numbers.

2. Competitor care

Depending on the level of the meeting, organisers may be expected to provide doctors, nurses, physiotherapists or masseurs for the athletes taking part. Often this extends to the accommodation, training and warm-up sites as well as the competition venue. Alternatively or in addition, the organisers may set aside areas or facilities for similar personnel brought to the meeting by individual athletes or teams.

The *IAAF Competition Rules* and the *IAAF Competition Medical Handbook*, both available from the IAAF website, provide strong indications of what should be provided in each case according to the level of the meeting.

For the major meetings, the Medical Delegate appointed by the IAAF or other governing body will help to plan and oversee these areas.

F. Doping Control

At championships and larger athletics meetings, provision for doping control measures (i.e. the collection of samples) will often need to be made by organisers. This requirement may be initiated by the organisers or may be imposed on the meeting by the IAAF or other governing body or by a doping control agency.

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with doping control related issues as they arise.

In all cases, the provision of facilities and the testing procedures must be undertaken in accordance with the *IAAF Procedural Guidelines for Doping Control*, available from the IAAF website. Where doping controls are to be conducted at a meeting, the organisers must ensure that they have a copy of these guidelines and make plans accordingly.

Organisers will need to make provision for:

- Appropriate work areas, including a waiting room, working room and restricted access toilets (accreditation or security controls will be required for these areas)
- Sealed bottled drinks
- Transport back to the accommodation for testing personnel, competitors and their accompanying persons (if testing continues after normal transport services have ended, as is often the case)

In some cases, the organisers will have to appoint Doping Control Chaperones to assist the Doping Control Officer in advising and then escorting those athletes chosen for controls to doping control area.

It is also essential that the chief officials on the field (especially the Track Events and Field Event Referees) liaise closely and co-operate fully with the doping control personnel to ensure that the procedures are carried out with the highest level of integrity.

DOPING CONTROL DELEGATES

For major meetings, the IAAF or other governing body will appoint a Doping Control Delegate. The Doping Control Delegate normally liaises with the organisers and help to plan and oversee activities related to this area.

G. Media

The media play a part in the success of most athletics meetings, therefore it is important for organisers to consider providing appropriate media services. The simplest form of media service would be to contact the local newspaper and radio stations with the names and results of the winners. At the other end of the spectrum, major events can provide a variety of information, working facilities, and other services to help ensure optimum coverage. Depending on the type and level of the meeting, the main media services considerations include:

- Media information
- Media working facilities
- Miscellaneous services
- Special requirements for broadcasters

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with media services related issues as they arise.

Specific considerations for the main areas of media service include:

1. Media information

The media may require information before, during and after a meeting. The information that is required will vary depending on the media requesting it (print, TV, radio, Internet). Planning needs to cover the collection, production and distribution of any information the media might want to do its work before, during and after the meeting.

Before and after the meeting the simplest way of serving the media is to have a specific person that the media can contact to ask questions. For major events, the information officer will need to be properly prepared and have access to required information.

On the day of the meeting, the timely distribution of start lists and results produced by the Competition Secretariat during the meeting is of particular importance. The simplest approach is to post information on bulletin boards as it becomes available. Championships and other major events distribute photocopied information and, increasingly, they provide information through a computerised information system.

2. Media working facilities

Depending on the circumstances, organisers may provide some or all of the following:

Media seating – Which could be simply reserved seats for the press near the finish line to an area with desks, power points, telecommunications points, TV monitors and computer monitors.

Mixed Zone – An area through which competitors must exit the competition arena and where the media are allowed to conduct quick interviews immediately after an event.

Media interview area – Usually includes seating for the media, a head table for the athletes being interviewed and an appropriate sound system.

Media working area – Usually with easy access to the media seating, which could include desks, telecommunications points and provision of all meeting information (start lists, results, etc.).

3. Miscellaneous services

Organisers should also consider providing the following services for the media:

- Parking arrangements at the competition venue
- Catering and hospitality
- Accommodation arrangements
- Accreditation

4. Special requirements for broadcast media

Organisers of meetings to be broadcast by television or radio will need to consider the following:

- Commentary positions
- Camera positions and “seat kills” due to restricted sightlines
- Studio space
- Movement and storage of broadcast equipment
- Cabling within the arena and seating areas
- Special lighting requirements
- Power requirements

These and other issues will normally be covered in detail in the broadcaster’s contract.

MEDIA DELEGATES

For championships, the IAAF or other governing body will appoint a Media Delegate. The Media Delegate normally liaises with the organisers and help to plan and oversee activities related to this area.

Further information on working with the media is contained in Appendix IV.

H. Opening and Closing Ceremonies

For most athletics meetings, the organisers will not be expected to stage opening or closing ceremonies, as these

will not be necessary or expected. However, in some cases because of local custom or the size and importance of the meeting, these will be deemed important aspects of the overall event. In such a case, careful consideration should be given to the scale of these ceremonies. Often their organisation is time consuming, logistically difficult and expensive. Organisers should ensure that any such ceremonies will “add value” to the meeting and will not cause undue diversion of resources and funding away from the principal purpose of the meeting – the athletics competition. Considerations for planning opening and closing ceremonies include:

- Appointment of a “Director”
- Design of the programme of activities
- Material and personnel requirements
- Additional storage requirements
- Rehearsal opportunities

When a decision to include opening and/or closing ceremonies in a meeting is taken, appropriate planning and budgeting need to be put in place and responsibility needs to be assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff and performers that might be required and deal with ceremony related issues as they arise.

The simplest form of opening ceremony can comprise a welcoming speech by a representative of the Organising Committee, a dignitary, famous athlete or a representative of the meeting sponsors, perhaps preceded or followed by the national anthem of the hosting country. At the other end of the scale, opening or closing ceremonies can be very elaborate, including a march into the stadium of the competing teams and a programme of music or other entertainment.

Note: Award ceremonies are very often a part of meetings. These are covered in Chapter 9.

I. Protocol

The correct, dignified and courteous treatment of VIPs and special guests is important for every athletics meeting. Of course, the specific services and their sophistication depend on the circumstances of the meeting. Organisers should consider the following:

- Special accreditation
- Seating and hospitality arrangements in the stadium
- Official accommodation and transport
- Invitations to special functions
- Commemorative gifts
- Selection of VIPs to present medals or other prizes in awards ceremonies

Identification of any requirements should be made early in the planning process and responsibility assigned, preferably to a person or group with experience in this area, in plenty of time for necessary preparations to be made.

If the requirements warrant it, those responsible will need to elaborate a plan. Ideally, the plan will include preparation milestones that can be checked by the Secretary and Organising Committee. It will also be necessary to recruit, prepare and manage any support staff that might be required and deal with protocol related issues as they arise.

For championships, the IAAF or other governing body will issue regulations that will help to with the planning of this area.



Logistics and Special Services Preparation Checklist

- | | |
|---|---|
| <input type="checkbox"/> Responsibility for Accommodation assigned | <input type="checkbox"/> Medical Services plans drafted and approved |
| <input type="checkbox"/> Accommodation plans drafted and approved | <input type="checkbox"/> Milestones of Medical Services plans monitored and checked (recurring) |
| <input type="checkbox"/> Milestones of Accommodation plan monitored and checked (recurring) | <input type="checkbox"/> Responsibility for Doping Control assigned |
| <input type="checkbox"/> Responsibility for Transport assigned | <input type="checkbox"/> Doping Control plans drafted and approved |
| <input type="checkbox"/> Transport plans drafted and approved | <input type="checkbox"/> Milestones of Doping Control plans monitored and checked (recurring) |
| <input type="checkbox"/> Milestones of Transport plans monitored and checked (recurring) | <input type="checkbox"/> Responsibility for Media Services assigned |
| <input type="checkbox"/> Responsibility for Catering assigned | <input type="checkbox"/> Media Services plans drafted and approved |
| <input type="checkbox"/> Catering plans drafted and approved | <input type="checkbox"/> Milestones of Media Services plans monitored and checked (recurring) |
| <input type="checkbox"/> Milestones of Catering plan(s) monitored and checked (recurring) | <input type="checkbox"/> Responsibility for Opening and Closing Ceremonies assigned |
| <input type="checkbox"/> Responsibility for Security and Accreditation assigned | <input type="checkbox"/> Opening and Closing Ceremonies plans drafted and approved |
| <input type="checkbox"/> Security and Accreditation plans drafted and approved | <input type="checkbox"/> Milestones of Opening and Closing Ceremonies plans monitored and checked (recurring) |
| <input type="checkbox"/> Milestones of Security and Accreditation plans monitored and checked (recurring) | <input type="checkbox"/> Responsibility for Protocol assigned |
| <input type="checkbox"/> Responsibility for Medical Services assigned | <input type="checkbox"/> Protocol plans drafted and approved |
| | <input type="checkbox"/> Milestones of Protocol plans monitored and checked (recurring) |



8 MARKETING AND PROMOTION

What if someone staged an athletics meeting and no athletes turned up? Or no officials? Or no spectators? What if sponsors, or others from whom resources for the meeting were required, just were not interested? Marketing and promotion are the means by which these forms of support are attracted. Successful organisers recognise the marketing requirements of their meetings and make the work to ensure that they are met integral to the organisation process. In this chapter, brief overviews of these concepts and the preparation of a marketing plan are presented to provide organisers with a background for developing programmes specific to their meeting.

A. Marketing

For most athletics meetings, decisions about the nature of the experience to be available to the different groups involved (athletes, volunteers, media, sponsors, spectators, etc.) and where the meeting will take place (if there is a choice) will be taken early in the course of the project. Financial parameters and targets that will limit the marketing scope of operation may also be established

at the outset; for example entry fees or spectator charges might be set within the philosophy and objectives of the meeting. This implies that key elements of marketing can be settled before those responsible really get to work.

It is, however, a mistake to make these decisions without consideration of what support will be required for a meeting, who the potential supporters are and what their expectations and needs will be.

It may be easy to get athletes to participate, but sometimes it is not. Therefore, thought must be given to what the target group(s) of athletes want and need from a meeting. It may be easy to get spectators to buy tickets, to get the support of the Head Teacher and P.E. staff for a school meeting or to get support from sponsors for an invitational or championship meeting, but sometimes it is not. Thought must be given to what these groups want and why. And so it goes for every possible source of support.

B. Promotion

The major role of promotion is persuasive communication. In the case of an athletics meeting, the aim is to inform potential supporters about the event and convince them to support it. The key aspects of this process are:

- The targeted supporters must be made aware of the meeting, they must see or hear the promotional efforts
- The targeted supporters must get the relevant information about time, date, cost, any conditions involved and how they are expected to give their support
- The targeted supporters must be come to the conclusion that giving their support will give them a worthwhile benefit, that this appeal for their time or effort or money will make a positive difference to them

The communication tools to be used for a promotional campaign will depend on the nature of the meeting and the available resources. The following can be considered:

1. Promotional Materials

Meetings of all sizes can make use of posters, handbills and other printed materials to raise awareness and communicate details to a wide range of potential supporters.

Perhaps the most basic of these is the entry form for participants, which must provide all the relevant information, distributed to clubs (for inclusion in newsletters), schools, youth groups and sports goods stores. Ideas for promotional materials used to attract spectators, as well as other groups, include:

Notices on bulletin boards – Either on their own or in conjunction with entry forms, these are widely used for all levels of meetings.

Printed posters – These can be displayed in high traffic areas such as railway stations or shopping centres.

Student-drawn posters – These are often used rather than printed posters for schools meetings.

Street banners – Can be used where the budget allows.

Careful consideration must be given to the design (including logo and graphic style), wording, distribution and production expenses of promotional materials to ensure that they are eye-catching and cost effective.

If the addresses of those potentially interested in a meeting are available, it may, depending on the data protection laws of the country, be possible to send promotional materials directly to their homes. It may also be possible to send information via e-mail or post it on a website.

2. Personal Contacts

The power of personal contacts and word-of-mouth communication should not be underestimated. If, throughout the preparation period, everyone involved in the organisation of a meeting could convince one new person per day to support the event it would make a significant difference.

Oral communication, in the form of informal conversations and formal presentations, can be an effective method to convince prospects to give their support and encourage existing supporters to spread the word about a meeting. It will be necessary to target these carefully to make the best use of time and resources. Obviously, individuals who are critical to the meeting or can provide major support, such as sponsors, must be the priority.

Formal presentations to sponsors or other major supporters will need to be carefully prepared, the message clear, and the presenter well rehearsed and competent. There is nothing worse than a poor presentation to put off a potential supporter, the logic being that if the message is disorganised the meeting will be as well.

See Appendix I for further information on Sponsorship.

THE BUSINESS CASE

Athletics meetings that depend on significant support from sponsors, public authorities or other organisations may find it helpful to produce a “Business Case” for presentation with a request for assistance. A business case will describe the impact that the meeting is expected to have.

The elements of a business case will depend on the intended reader. Sponsors might be looking for information that will indicate the type of exposure they can expect, such as:

- The number of participants and their profile (gender, age, educational background, area of residence, etc.)
- The number of spectators and their profile
- Expected media coverage

Public authorities might be looking for information that will indicate value to their constituencies, such as:

- Number of additional visitors to be attracted
- Expected average spend (on hotels, meals, shopping, etc.) of participants, spectators, visiting media, etc. in the area
- Intangible benefits such as the involvement of young people, links with local sport development programmes or enhancing the quality of life

Communicating the business case clearly (orally, in written form, or both together) puts the decision maker in a position to make a cost/benefit analysis on whether to provide support to the meeting.

3. Media Advertising

This means buying space in magazines and newspapers, on billboards or time on television and radio to make people aware that a meeting is taking place. Advertising can be very expensive and, unless it is well targeted, it can be a waste of money and effort. An example of targeting is placing advertisements in appropriate specialist publications, such as athletics magazines, that are read by the people most likely to attend the meeting rather than in general publications.

As with promotional materials, if advertising is to be used careful consideration must be given to the design, wording, production expenses and space (or time) costs.

Television advertisements reach a very broad audience and thus do not really target those likely to support an athletics meeting. Moreover, they are expensive, normally out of the financial reach of all but the very top meetings, and could not be considered good value for the money spent. Local radio spots on the other hand, particularly around sports reports, can often be cost effective.

Print advertising is easier to target (for example by using specialist sports and athletics magazines or the programmes of meetings that take place in the months before a meeting) and thus can be appropriate for a greater number of meetings than broadcast advertising.

Placing of information on the Internet is a form of media advertising that is highly targeted and relatively cheap (or even free). It is possible to effectively promote a meeting through a website with links to other websites that potential participants and spectators are likely to visit.

Meeting organisers who have attracted a sponsor may find that they have the funds and obligation to promote both their event and the sponsor's products through the medium of advertising. They may also find that it is possible to link the promotion of their event with advertising paid for by the sponsor.

4. Publicity or Public Relations

This primarily includes obtaining favourable coverage about a meeting in a published or broadcast medium without directly paying for it. Publicity can be a good method for getting considerable exposure to a potential audience although, like advertising, when the target audience is relatively small effective targeting is a must.

To be effective in gaining publicity, organisers must know how to work with the media by understanding what is newsworthy and how to facilitate explanations of the event through media releases, media conferences, celebrity interviews on radio and television and pre-event happenings. For further information on working with the media see Appendix IV.

5. Incentives

This means adding financial value, such as reduced cost or additional items for the same cost, to the product

WEBSITE TIPS

Considerations for athletics meeting organisers planning to use a website to promote their meeting include:

Information to go on the site – This can include key information for spectators (date, time, place, cost of tickets, where tickets can be obtained), feature stories, records and statistics, photographs of participating athletes, results from previous years, entry forms.

Site design – Unless you have a huge budget, a simple but effective design should be the goal. Look at other sites for ideas but do not feel you have to match them. Try not to use too many font sizes or types and remember that photos and complicated graphics can take some time to download, so do not overdo them.

Site promotion – It is vital that people know you have a site and where it is. All your communications and promotional materials should include the web address. Make sure that any articles that are published also refer to your address.

Links – Your site will be promoted through links with other athletics and sports related sites. Contact the owners to get them to list your site in their links. You should, of course, have very prominent links to any of your sponsors and any other supporters of your meeting who have websites.

offered in order to increase sales. For meetings perhaps the most common incentives include giving a specially designed T-shirt to participants for entering or to volunteers for giving their time.

Another common incentive comes in the form of reduced ticket prices for early bookings or group purchases. Early commitment to attending an event has two advantages for the organisers. Firstly, ticket sales are a potentially newsworthy story, which can be the basis for publicity (see above) and thus help to promote the meeting.

Secondly, early ticket sales help organisers with cash flow and enable them to monitor income against financial targets, making it possible to adjust variable cost

elements to expected numbers. For example if all the tickets have been sold beforehand, appropriate staffing, supplies and support services can be ordered whereas if the ticket sales look like they will fall short of expected numbers, money can be saved by not over-providing items (such as T-shirts) that will not be used. Past experience is important in such a context as factors such as weather and last minute ticket buying can be difficult to predict.

FREE TICKETS?

Organisers must make a decision whether to charge for admission or not. Often, a meeting will benefit more from a larger crowd than from the money spectators can be expected to pay. On the other hand, an admission charge might be seen to indicate that a meeting is something special and of high quality and will actually attract spectators.

If it is considered unlikely that all available seating will be sold, some organisers find that issuing free tickets to local schools and youth associations helps to fill sections of the venue.

This is preferable to leaving large sections of the seating empty as the additional spectators help to provide atmosphere, which is beneficial to competitors, sponsors and television. Such a policy also helps to create a market for future meetings by providing and experience that will get youngsters interested in athletics.

It is essential, however, that groups of young people are properly supervised by teachers, youth group leaders or other appropriate adults.

C. The Marketing and Promotion Plan

The promotional tools suggested above are all very well, but how are they going to be used and when? Planning is essential to orchestrate these tools to re-enforce each other for maximum effectiveness and it can make the difference between successful and unsuccessful marketing. If it is decided that marketing will be critical to obtaining the resources and support required for the success of an athletics meeting, a detailed written marketing plan should be developed.

The following should be contained in a meeting's marketing plan:

- The marketing purposes and objectives of the meeting
- Identification of the target groups
- An outline of the current situation
- An outline of the alternative approaches possible and an appropriate selection of communication tools (media releases, media conferences, briefings, website, advertising, athlete interviews, etc.)
- Clear quantitative objectives for the marketing project
- A list of specific tasks and actions to be taken (what, by whom, by when)
- The financial and material resources available
- A timescale and milestones for planned reviews of the progress
- Plans for measuring the success of the marketing project

It is necessary that a marketing plan is carefully monitored and its objectives, particularly those for the promotional activities are monitored to measure results (for example, so many early bookings by a particular date). If discrepancies arise, whether because the plan was not right or because of factors beyond the organiser's control affected the implementation, appropriate action can be taken and changes made that perhaps rescue the situation.

DEVELOPING A MARKETING AND PROMOTION DIALOGUE

We often hear that communication is a two-way process yet many of the communication tools used in promotion are actually one-way communication. Modern marketing experts know that it is possible and valuable to develop a dialogue, a two-way conversation, with customers.

Customers engaged in such a dialogue are more likely to buy and be loyal than those who simply receive information on occasions when it suits the seller.

In the simplest form of dialogue, meeting organisers talk to their important sponsors to find out what they like and don't like about the meeting or what they would like to see in future editions and react appropriately.

But why not take such an approach to other groups from whom support is needed? By using simple tools, such as spectator surveys conducted at meetings or follow-up questionnaires to athletes or volunteers, it is possible for an organiser to get feedback on peoples likes and dislikes about a meeting. The dialogue can then be extended through a newsletter or a website bulletin board — allowing you to provide more detailed and specific information to the target audience than any other promotional tool.

The aim of developing the relationship with those who are clearly interested in athletics and the meeting in question is to give the organiser ideas for what will make his/her meeting more attractive and ultimately to help secure the support needed.

Remember, it is far less difficult and expensive to keep an existing supporter than to get a new one.



Marketing and Promotion Basic Checklist

- ☐ Responsibility for Marketing and Promotion assigned
- ☐ Marketing plans drafted and approved
- ☐ Milestones of Marketing and Promotion plan monitored and checked (recurring)
- ☐ Marketing activities evaluated (after the meeting)

PART III

OPERATION OF THE MEETING





9 OPERATION OF THE COMPETITION

Once the planning and preparation phases of an athletics meeting have been completed, the primary focus shifts to implementation and accomplishment of the objectives that have been set for the event. Whilst it may be simple to think of this operational period as the day, or days, of competition, there will often be important activities that must take place before the meeting begins. In this chapter, we look at key aspects of competition management, both prior to and on the competition days.

A. Training and Warm-up

1. Training venues

For larger athletics meetings, especially championships that take place over several days, it will be necessary to make provision for training areas for the competitors. These can be located at the competition venue itself or at other locations.

Each training venue should be provided with competition equipment, where possible the same as that as is to be used at the meeting. Obviously, this is easy to provide

if the competition venue is also used for pre-meeting training. If possible, strength training equipment should also be available.

Provision should be made for changing rooms and toilets (or at the very least shade/shelter), drinking water and areas for medical staff to work.

Where the meeting organisers are housing the competitors, appropriate arrangements should be made to transport the competitors and their support personnel to and from the training venues.

2. Warm-up areas

On the day of competition, suitable areas should be provided for athletes to warm up. Ideally, this would be a second track and a throwing field within walking distance of the main competition arena. The warm-up area should be equipped similarly to the training site but additionally it should have a public address system or scoreboard to be used to notify competitors and coaches when events are being called.

Again, depending on the nature of the meeting, strength-training equipment may be provided at the warm-up area.

3. Supervision, safety and security

Each training and warm-up venue should be properly supervised and serviced by officials and/or volunteers appointed by the organisers or the venue operators.

Safety, particularly with the throwing events, is a vitally important consideration during training and warm-up sessions – perhaps even more so than during competition, as more personnel (who are often focussed on their own activities nearby) can be exposed to the dangers.

Depending on the type and importance of the meeting, consideration may need to be given to security at training and warm-up sites and whether or not the media will be authorised access.

B. Technical Information Centre

For international championships and other high profile athletics meetings, the function of the Team Manual (see Chapter 6), will often be supplemented by an information desk or what is usually referred to as a Technical Information Centre (TIC).

TICs are usually located at either the main accommodation locations or the competition venue or both. They are operated by a group of officials and volunteers who have access to relevant information and communication links to key individuals in the organisation of the meeting.

A TIC should be ready for operation as soon as the athlete accommodation opens for the meeting and would not normally close until the majority of competitors/teams have departed. Daily hours of operation should fit the needs of those being serviced.

Typical roles of the TIC will be to:

- Provide information to competitors and/or team officials on all competition related matters, meal, training and transport arrangements, medical services
- Distribute competitor number bibs
- Manage athlete withdrawals and confirmations
- Update competition timetables, starting lists, results
- Receive, manage and advise the outcome of any appeals related to the competition
- Provide a liaison between the competitors and team officials and the organisers

At school, club and other smaller meetings, the Competition Secretary and his/her administrative support officials will fulfil most of the above roles.

C. Technical Meeting

A Technical Meeting is usually held one or two days before, or even immediately prior to, most championships and major invitational meetings. It is strongly recommended that one is held for any meeting where athletes are represented by team officials or agents/managers, as they will be key liaison people with the meeting organisers and help to ensure the efficient running of the meeting and minimise misunderstandings.

The purpose of a Technical Meeting is to provide a final opportunity for the organisers to inform the representatives about arrangements for the competition and to answer any questions they might have. A typical agenda for a Technical Meeting might include some or all of the following items:

- Welcome by the meeting organisers and/or authorising body
- Introduction of competition delegates and key officials
- Venue orientation and familiarisation (perhaps enhanced by a tour of key areas)
- Update or elaboration of the technical arrangements for the competition (i.e. as provided in information bulletins or the Team Manual)

- Operation of the Technical Information Centre(s)
- Arrangements for training and warm-up
- Notification of numbers of heats to be conducted and progression method for later rounds
- Qualifying standards for any field events for which qualifying rounds are required
- Starting heights and progressions for high jump and pole vault
- Arrangements for medical services
- Arrangements for doping control
- Arrangements for opening, closing and award ceremonies
- Procedures for protests and appeals
- Briefing on arrangements for any out of stadium events (i.e. road runs or walks)
- Questions and answers. (Sometimes only questions submitted in advance will be accepted and dealt with. See Schedule 9.1 for a sample Technical Meeting Question Form)

D. Seedings and Draws

Depending on the size and nature of a meeting, the placement of entered athletes into various events (seeding) and their allocation to the various lanes or competition order (draws) may be done either in advance or on the day of competition.

The mechanics of the seeding and draws processes are usually the responsibility of the Competition Secretariat (overseen by the Technical Delegates for meetings for which they are appointed). These are covered in Chapter 10.

E. General Direction and Management

1. The Competition Director

As stated in Chapter 1, the primary responsibility for the technical planning and organisation of a meeting, and its subsequent implementation rests with the Competition Director. For smaller meetings, the person undertaking this role might also be the

Organising Secretary, whereas for the bigger meetings, specialists will more likely be appointed to each of the two roles.

The Competition Director may or may not work with a Meeting Manager, depending on the circumstances of the meeting. If they are not filled by the same person, these two positions must work together closely at all times and, though the “classic” responsibilities of the Competition Director are outlined below, the exact division of duties and tasks will be specific to each case.

2. Personnel and Operations

Personnel and operations that the Competition Director usually co-ordinates and controls include:

- On-field and post-event management, including the work of the Referees, Chief Officials and other competition officials (led by the Meeting Manager, if there is one)
- Facility and equipment management (led by the Technical Manager)
- Competition Secretariat (led by the Competition Secretary)
- Call Room (led by the Call Room Chief Judge)
- Event presentation, including announcing, scoreboard operation and award ceremonies (Usually led personally by the Competition Director working closely with the Announcer and managers of the various functions. In international championships and other major meetings this area is led by the Event Presentation Manager)
- On-field “security” (led by the Marshal)

The smaller the meeting, the less elaborate and sophisticated the planning and management of each of these areas will be. For the school and club meetings, areas such as the Call Room, on field security and event presentation may be completely eliminated or replaced by very rudimentary alternatives. In some meetings, by necessity, the management of areas may have to be combined.

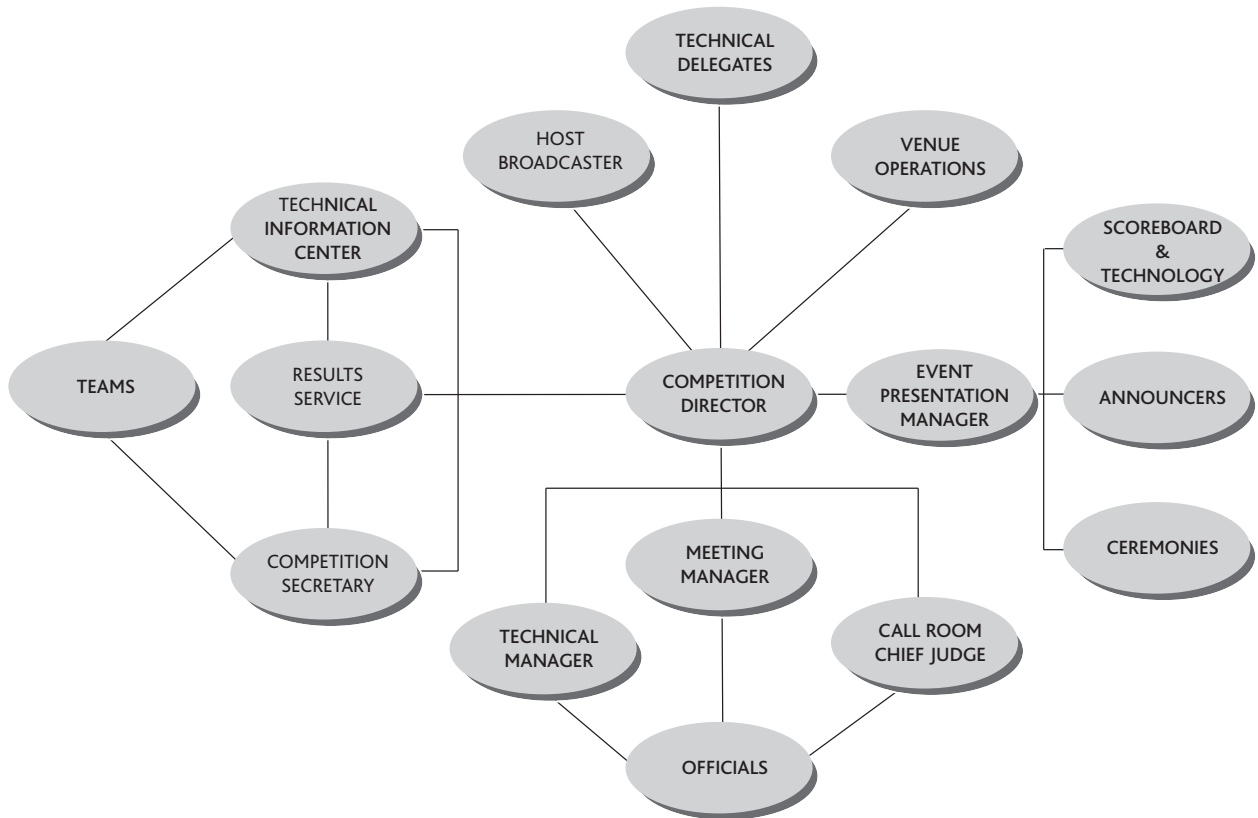


Figure 9.1 The Competition Director's communication network (Compare to figure 6.1 & 6.2)

3. Communication

For all meetings, an important factor for effective management on the day will be the efficiency with which the Competition Director is able to communicate with each of the operative areas and the key personnel in his/her information "network".

For very small or under-resourced meetings, public address (or even megaphone) announcements or sending "runners" on foot with information might be the only means of communication available to the Competition Director. Where possible, however, these should be avoided as they are both inefficient and detract from the presentation of the meeting.

The ideal method of communication is by a radio network or series of intercoms. For the best resourced

meetings these means might be enhanced with data links and information systems.

F. On-Field and Post-Event Management

1. Key on-field operations

The Competition Director and the Meeting Manager (if there is one) must continually monitor all aspects of the competition on the field. This includes ensuring that:

- The Technical Manager has each event site ready for competition well in advance of the athletes arriving for competition and that changeovers from one event to another occur as quickly as possible after each event concludes

- The flow of athletes from the warm-up sites to the call room(s) and then to the competition arena is maintained according to the set schedule
- Each event starts at the scheduled time and that when rescheduling is necessary all affected parties are notified as quickly as possible
- The correct result of each event is determined, announced and published as quickly as possible
- Award ceremonies occur according to schedule or, if this is not feasible, they are “slotted in” as quickly and with as little disruption as possible
- A good flow of information to spectators is maintained via the meeting presentation system, including the Announcers and scoreboard
- Any events that must be re-held or postponed are rescheduled and all parties are informed

2. Post-event operations

As soon as each individual event concludes, the competitors should be escorted or directed to the pre-determined post-event area. This will be done by the officials at each event, according to the plan set down by the Competition Director.

For smaller meetings, this may simply mean that the medal winners (if any) are taken to the relevant point to be ready for the award ceremony and all of the other athletes are permitted to leave the field in an orderly fashion.

For bigger events, the post-event area may comprise:

- A “Mixed Zone” where athletes can immediately be interviewed for television or by the press
- An area for the return of the athletes’ clothing or equipment given to the “Basket Crew” at the start of the event
- An area where the athletes can be reunited with team officials
- An area for first aid and medical services

Other activities that normally take place in the post-event area are:

- Notification of the need to undertake a doping control and subsequent liaison and management of same
- Preparation for award ceremonies
- Co-ordination for a more formal media conferences

3. The Meeting Manager

While the Competition Director has overall responsibility for the implementation of the technical plan, the Meeting Manager (if there is one) is principally responsible for the correct, timely and efficient conduct of the on-field aspects of the meeting. This usually includes ensuring that:

- Each of the other officials has reported and is undertaking the duties allocated
- All officials and other volunteers are correctly uniformed and enter/exit the competition area in an orderly fashion
- Arrangements are made for the servicing of the officials and volunteers (including provision of a suitable area or areas in which to report, safely leave personal effects and return to during rest periods or for refreshments)

Apart from his/her own responsibilities, the Meeting Manager is also the eyes, ears and arms of the Competition Director on the field. He/she should be a particularly good people manager and be receptive to valid concerns expressed by officials and volunteers about their conditions of work. He/she should be quick to foresee the effects of any unexpected incidents and when not able to find a solution to enable the meeting to continue to run according to plan, he/she should immediately inform the Competition Director.

G. Technical Management

In an ideal situation, the Competition Director and the Technical Manager should not need to communicate during a meeting, given that all the planning and preparation will have been done in advance.

However, the very nature of an athletics meeting means that the unforeseen and unexpected will occur more often than not. This may involve, for example, replacement equipment or a movement of an event site. For a timely response to each incident, an alert Technical Manager and team, good contingency planning and an efficient communication system will be required. The Competition Director must ensure all of these are in place and used when necessary.

There will be occasions when weather conditions, breakages of equipment or other incidents will prevent an event from continuing. In such circumstances, the Competition Director and Technical Manager, together with other appropriate officials, should liaise as quickly as possible to find the most appropriate solution.

A checklist for Technical Management during a meeting is given in Schedule 9.2. Details on the work of the Technical Manager and his/her team before a meeting are given in Chapter 5.

H. Competition Secretariat

As a part of his/her role of managing all competition related information and paper work, the Competition Secretary must ensure that the Competition Director is fully informed of any changes in starting lists or results and of any protests or appeals.

The Competition Director must ensure that he/she informs the Competition Secretary of any changes made to the competition plan or timetable so that all other relevant personnel in the network can be informed and such changes transmitted to the media etc.

The work of the Competition Secretary and Competition Secretariat is detailed in Chapter 10.

I. The Call Room

At championships and large athletics meetings, the operation of the Call Room is critical to the efficient and timely conduct of the competition. And, as is the case with the Technical Manager, in a perfect situation there would be little need for the Competition Director to communicate with the Call Room Chief Judge during the meeting.

This can be largely achieved by the accurate preparation of an athlete flow and Call Room schedule in advance of the competition and updating the schedule as the number of heats in each round is determined. The schedule should provide a list of each heat or group of each event and beside it timings for each of the following activities for that event:

- The time at which a first announcement will be made at the warm-up track for athletes to report to the Call Room
- The time at which a final announcement will be made at the warm-up areas for athletes to report to the Call Room, which will, in effect, also be the time at which all athletes for the event should be in the Call Room (or first Call Room if two are being used, as is often the case)
- The time at which the athletes will be escorted from the Call Room to either the second call room or the event site
- The time at which the escorted athletes will arrive at the event site
- The starting time of the particular event or heat/group (if more than one)

Examples of Call Room schedules are given in Schedule 9.4 and Schedule 9.5.

Once the Call Room Chief Judge has ascertained whether all athletes are present for a particular event, and by no later than the time set for this purpose for each event, he/she should immediately notify the Competition Secretary and the results system (if one is in operation) of any alterations to the starting list. A corrected copy of the starting list or field event sheet should accompany the athletes to the event site to ensure that the officials are aware of any changes.

In the case of relay events, the Call Room is also responsible for ascertaining the names and running order of the athletes in each relay team. Where more than one round of a relay event is held they must also ensure that any name changes from previous rounds are in accordance with the relevant rules.

Often the Call Room will also be responsible for the issuing of hip numbers to athletes in track events.

While a Call Room will not usually operate at small meetings, some of its work may still be carried out in different ways, for example, the provision of a “marshalling” tent to which all competitors must report prior to their event(s).

J. Event Presentation

Good technical planning and implementation will often satisfy the technical purists but in modern athletics it is equally important to ensure that a meeting is well presented. Whilst this is most important for the spectators, television viewers, media and sponsors, it can also give great satisfaction to the participants, be they competitors, officials or other volunteers, and perhaps even stir the athletes to a greater level of performance. Key aims for good meeting presentation include:

- An efficient and accurate flow of information
- A well presented competition arena
- An exciting atmosphere

The Competition Director, or where one is appointed, the Event Presentation Manager working closely with the Competition Director, must plan very carefully to ensure that these can be achieved and then closely oversee implementation of the plan during the competition. At championships and bigger events, personnel with professional experience may assist in these areas. The main areas that will require attention are:

1. Announcing

Announcing with a public address system is the most basic way to keep the spectators at any sized meeting (and often the competitors and officials) informed of relevant information. A good Announcer can also contribute to the atmosphere of the meeting.

It should be ensured that the public address system is appropriate and reliable and that there are maintenance and backup plans should any part of it fail during the competition. These will enable the Announcers to undertake their work with confidence.

The Competition Director/Event Presentation Manager must also see that the announcing is appropriate for the meeting and skilfully done. Exactly what is announced will depend on the type and level of the meeting and the other forms of information systems that are available (primarily scoreboards). For school, club and other smaller meetings, the Announcers may transmit much more information about the technical conduct of the competition than they would at major meetings (i.e. announcement of reporting times and other procedural matters, the results of all competitors etc.). At higher profile meetings, the Announcers should ensure that, by some means, the spectators are given all information they would expect to receive but they should be careful not to “over-announce”.

2. Main scoreboard/video board operation

The main scoreboard and video board(s) are a second key means for communicating to spectators and others at a meeting. When the information is provided in a consistent and timely way using these means it contributes to the atmosphere of the meeting.

It should be ensured that the scoreboard/video board equipment to be used is in good working order and that there are repair and backup plans should any part of it fail during the competition.

The Competition Director/Event Presentation Manager should also ensure that the Scoreboard Operator is well qualified to operate the equipment and familiar with the information to be provided at a meeting.

Where available and depending on the number of lines and characters it can show, a scoreboard should be used to provide starting lists and results, both progressive and final, as fully as possible. Lists of the athletes who have qualified from recently completed rounds for subsequent rounds or for the finals, should also be advised on the scoreboard.

PRESENTATION OF INFORMATION AT MAJOR ATHLETICS MEETINGS

- Where there is a scoreboard or video board that is able to provide the full starting lists and/or results of each event, it is not necessary for the Announcer to read these out in full. He/she should simply announce that the start list or the result is on the scoreboard.
- For earlier rounds of track events and qualifying rounds in field events, it is more usually the practice to refer to the starting list on the scoreboard and perhaps highlight the presence of the more significant athletes taking part.
- However, it is usual at the beginning of finals (both track and field) to “introduce” one by one each of the competitors, perhaps also adding an interesting short piece of information or achievement in athletics of each one. This should be done so as not to delay the start and without “boring” the crowd with too much detail.
- Where individual scoreboards are available at field event sites, it is not necessary for the Announcer to try to announce the result of each trial. In any case, this would be impossible as many events occur simultaneously. However the Announcer might draw attention to the fact that a prominent competitor or the leader in the event is about to jump or throw, or to the current standings in the event. This can also be co-ordinated with a main scoreboard or video board.
- Where there is to be an unexpected “longish” delay in the competition, the Announcer should inform the public and keep them aware of developments.
- For technical reasons (i.e. for protests), the Announcer must ensure that he/she announces the official result of each event or draw attention to its presence on the scoreboard. The time at which this occurs should be recorded in some way.
- Scripts are sometimes prepared for the more formal parts of the Announcers’ duties or to provide guidelines for standard or procedural announcements. Event Presentation Managers of major meetings may also find it useful to have the Announcers rehearse, possibly together with the Scoreboard Operator.

Where it is available and is not being used fully as a scoreboard, a video board can be used to show live or replay coverage of events as well as sponsor messages and other information.

3. On-field scoreboards

Ideally, there should be a scoreboard available at each field event site to provide information and to enhance presentation of the event.

On-field scoreboards should be used to inform the spectators of the number of the round, the number/name of the competing athlete and his/her result. Other information such as current position is also useful. In the case of the high jump and pole vault, the current height of the bar should be clearly displayed.

4. Record and performance markers

Field event presentation can be further enhanced by the placement of markers indicating relevant records on the sector line of throwing events or beside the pit in long and triple jumps. For the throwing events, it is also interesting to place markers for the best throw achieved by each athlete so far in the competition.

Some meetings place distance indicators at regular intervals along sector lines or beside the jumping pits. Coloured arcs across the landing areas at particular qualifying or record distances also enhance the throwing events.

5. Award ceremonies

Award ceremonies are an important and popular part of many meetings. They honour the athletes’ achievements and contribute to the atmosphere of the meeting. The Competition Director/Event Presentation Manager need to ensure that they are well organised, dignified and conducted as close to the scheduled times as possible.

As these are formal ceremonies, a script should be developed for and followed by the Announcers. It is usual to precede the announcing with recorded music as the medallists and presenters make their way to the dais, which should be placed in a prominent but safe (especially from throwing implements) position.

Normally, track events should not be in progress when award ceremonies are conducted and field events should be temporarily halted at key times during the ceremony (i.e. the playing of the national anthem and flag raising, if these are included).

The Competition Director/Event Presentation Manager should maintain close contact with the Award Ceremonies Manager to ensure that the medallists and presenters are available for the ceremonies to proceed on schedule. If not, plans must be made to hold the ceremony as soon as possible.

An example of a Medal Presentation Form, which should be completed in readiness for each award ceremony, is given in Schedule 9.5

K. On-field Security

There are many reasons why the protection of the competition arena at an athletics meeting is important. These include:

Safety – Many athletic events can be dangerous to anyone in the competition arena who is not paying full attention.

Better presentation of the competition – The fewer personnel on the in field the better the sight lines will be for the spectators and television viewers.

Athlete Security – Athletes should be free to participate in their competitions without harassment on the field.

Fairness – The presence of unauthorised personnel on

the competition arena could prevent all athletes from receiving an equal chance to produce their best performance.

Prevention of damage – To equipment and installations.

Responsibility for this protection traditionally falls to the Marshal. This role, however, is an unusual one. For smaller meetings, where on-field security (as distinct from safety) is not a major issue, there will often be no one appointed to this position. At such meetings, other than for the ever-important issue of safety, there is not a great need to control access – spectator numbers are small and most of those in attendance will have some role to play on the field, either as competitors or officials. One official from each event crew is often assigned the task of making sure that extra people around the event site are asked to leave.

At the other extreme, for championships and other high profile meetings, the issue of security and on-field access will be of such high importance that the task can often only be properly carried out by police authorities or professional security staff. Nonetheless, they will be often supported in this work by the staff of the venue operator or meeting volunteers, manning access points etc.

Organisers will need to assess whether the task of policing access to the competition arena can be adequately handled by a Marshall and his/her crew of volunteers or, alternatively, whether police or professional assistance will be required.



Competition Operation Basic Checklist

- ☐ Training venue facilities and equipment prepared
- ☐ Training venue security arrangements in place
- ☐ Training venue media arrangements in place
- ☐ Training venue transport arrangements in place
- ☐ Training venue personnel briefed
- ☐ Warm-up venue facilities and equipment prepared
- ☐ Warm-up venue security arrangements in place
- ☐ Warm-up venue media arrangements in place
- ☐ Warm-up venue transport arrangements in place
- ☐ Warm-up venue personnel briefed
- ☐ Technical Information Centre (or information desk) facilities, equipment and supplies prepared
- ☐ Technical Information Centre personnel briefed
- ☐ Technical meeting scheduled
- ☐ Technical meeting announcement and agenda circulated
- ☐ Arrangements for seedings and draws in place
- ☐ Competition Directorate communications links in place and tested
- ☐ Competition Directorate personnel briefed
- ☐ Technical management schedule prepared
- ☐ Technical management personnel briefed
- ☐ Competition Secretariat facilities, equipment and materials prepared
- ☐ Competition Secretariat personnel briefed
- ☐ Call Room facilities, equipment and materials prepared
- ☐ Call Room schedule prepared
- ☐ Call Room personnel briefed
- ☐ Meeting presentation plans prepared
- ☐ Meeting presentation personnel briefed
- ☐ On-field security arrangements in place
- ☐ On-field security personnel briefed

SCHEDULE 9.1 EXAMPLE OF A TECHNICAL MEETING QUESTION FORM

TITLE OF MEETING _____

PLACE AND DATE _____

TECHNICAL MEETING QUESTION FORM

TEAM: _____

All technical questions regarding the competition must be submitted in writing on this official form to a representative of the Organising Committee, **by the deadline given in the TEAM MANUAL.**

Question 1: _____

Question 2: _____

Question 3: _____

Name of Official: _____

Position: _____

Date: _____ **Time:** _____ **Signature:** _____

**SCHEDULE 9.2 TECHNICAL MANAGER'S MEETING OPERATION CHECKLIST**

- ☐ Ensure throwing implements are delivered to each event site prior to the warm-up time for each event and collected at the conclusion of the event.
- ☐ Ensure hurdles and steeplechase barriers are correctly positioned prior to each relevant event and remove them at the conclusion of the event.
- ☐ Provide and repair plasticine boards for long jump and triple jump.
- ☐ Deliver competitors vaulting poles to the event site prior to the warm-up time for the event.
- ☐ Supply relay batons to Starter's Assistants.
- ☐ Re-validation of any throwing implements with which records may have been achieved.
- ☐ Effect the changeovers from one field event to the next as required.
- ☐ Assist with moving any field event sites as decided by the Referee.
- ☐ Place cones on track for steeplechase "diversion" and for any split starts used in track events.

**SCHEDULE 9.3 TECHNICAL MANAGER'S POST-MEETING CHECKLIST**

- ☐ Ensure that all equipment is returned to its storage location.
- ☐ Ensure field is left in good condition, at least to the level in which it was found prior to the meeting.
- ☐ Report any equipment breakages or shortages to the appropriate person/authority or arrange for repair or replacement.

***SCHEDULE 9.4* EXAMPLE OF A CALL ROOM SCHEDULE FOR A MEETING WITH MULTIPLE ROUNDS**

Event	Call Time	First Call Start	Leave First Call Room	Final Call Start	Leave Final Call Room	Arrive at Site	Event Start
Shot Put M (Qual)	8:55	9:00	9:15	9:20	9:25	9:30	10:00
800m W (1st R 1/5)	9:15	9:20	9:30	9:42	9:45	9:50	10:00
800m W (1st R 2/5)	9:22	9:27	9:37	9:49	9:52	9:57	10:07
800m W (1st R 3/5)	9:29	9:34	9:44	9:56	9:59	10:04	10:14
800m W (1st R 4/5)	9:36	9:41	9:51	10:03	10:06	10:11	10:21
800m W (1st R 5/5)	9:43	9:48	9:58	10:10	10:13	10:18	10:28
400m M (1st R 1/8)	9:55	10:00	10:10	10:22	10:25	10:30	10:40
400m M (1st R 2/8)	10:01	10:06	10:16	10:28	10:31	10:36	10:46
400m M (1st R 3/8)	10:07	10:12	10:22	10:34	10:37	10:42	10:52
400m M (1st R 4/8)	10:13	10:18	10:28	10:40	10:43	10:48	10:58
400m M (1st R 5/8)	10:19	10:24	10:34	10:46	10:49	10:54	11:04
400m M (1st R 6/8)	10:25	10:30	10:40	10:52	10:55	11:00	11:10
400m M (1st R 7/8)	10:31	10:36	10:46	10:58	11:01	11:06	11:16
400m M (1st R 8/8)	10:37	10:42	10:52	11:04	11:07	11:12	11:22
Javelin M (Qual. A)	10:35	10:45	11:00	11:05	11:10	11:15	11:45
100m M (1st R 1/11)	10:50	10:55	11:05	11:17	11:20	11:25	11:35
100m M (1st R 2/11)	10:56	11:01	11:11	11:23	11:26	11:31	11:41
100m M (1st R 3/11)	11:02	11:07	11:17	11:29	11:32	11:37	11:47
100m M (1st R 4/11)	11:08	11:13	11:23	11:35	11:38	11:43	11:53
100m M (1st R 5/11)	11:14	11:19	11:29	11:41	11:44	11:49	11:59
100m M (1st R 6/11)	11:20	11:25	11:35	11:47	11:50	11:55	12:05
100m M (1st R 7/11)	11:26	11:31	11:41	11:53	11:56	12:01	12:11
100m M (1st R 8/11)	11:32	11:37	11:47	11:59	12:02	12:07	12:17
100m M (1st R 9/11)	11:38	11:43	11:53	12:05	12:08	12:13	12:23
100m M (1st R 10/11)	11:44	11:49	11:59	12:11	12:14	12:19	12:29
100m M (1st R 11/11)	11:50	11:55	12:05	12:17	12:20	12:25	12:35
20km Walk M (Final)	12:00			12:10	12:35	12:40	12:50
100m W (1st R 1/7)	12:20	12:25	12:35	12:47	12:50	12:55	13:05
Javelin M (Qual. B)	12:20	12:30	12:45	12:50	12:55	13:00	13:30
100m W (1st R 2/7)	12:26	12:31	12:41	12:53	12:56	13:01	13:11
100m W (1st R 3/7)	12:32	12:37	12:47	12:59	13:02	13:07	13:17
100m W (1st R 4/7)	12:38	12:43	12:53	13:05	13:08	13:13	13:23
100m W (1st R 5/7)	12:44	12:49	12:59	13:11	13:14	13:19	13:29
100m W (1st R 6/7)	12:50	12:55	13:05	13:17	13:20	13:25	13:35
100m W (1st R 7/7)	12:56	13:01	13:11	13:23	13:26	13:31	13:41

***SCHEDULE 9.5* EXAMPLE OF A CALL ROOM SCHEDULE FOR A MEETING WITH FINALS ONLY**

No	Event	1st Call	Call Room Enter	Call Room Depart	Site Arrival	Start Time	Event Site
1	Heptathlon-100mH	16:30	16:40	16:45	16:48	17:00	
2	20km Walk (M)	16:50	17:00	17:05	17:08	17:15	
3	Heptathlon-High Jump*			17:07	17:10	17:45	Southern D
4	Hammer Throw (W)	17:05	17:15	17:22	17:25	17:55	South East Cage
5	5000m (W)	18:40	18:50	18:55	18:58	19:05	
6	Triple Jump (M)	18:35	18:45	18:52	18:55	19:25	Back – South Pit
7	400m (M)	19:10	19:20	19:25	19:28	19:35	
8	Heptathlon-Shot Put*			19:22	19:25	19:50	South West Circle
9	100mH (W)	19:25	19:35	19:40	19:43	19:55	
10	400m (W)	19:50	20:00	20:05	20:08	20:15	
11	Javelin (W)	19:40	19:50	19:57	20:00	20:30	North Runway
12	400mH (M)	20:05	20:15	20:20	20:23	20:35	
13	100m (W)	20:30	20:40	20:45	20:48	20:55	
14	3000m SC (W)	20:55	21:05	21:10	21:13	21:20	
15	Heptathlon-200m*			21:45	21:48	21:55	

* For the second and subsequent disciplines in the combined events the Call Room procedure will take place in the Combined Events Rest Area.

SCHEDULE 9.6 EXAMPLE OF A MEDICAL PRESENTATION FORM

TITLE OF MEETING _____

PLACE AND DATE _____

MEDAL PRESENTATIONS

Age Group: _____

Male/Female: _____

Event: _____

MEDALS TO BE PRESENTED BY:

Name: _____

Title: _____

Organisation/Company: _____

PLACED ATHLETES:

Name	Team	Performance
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____



10

OPERATION OF THE COMPETITION SECRETARIAT

The Competition Secretariat is the administrative hub during an athletics meeting. The efficiency of its processing and distribution of information is important for the overall success of the meeting. For smaller meetings, the Secretariat might, in fact, be a single person, the Competition Secretary. As the size and importance of a meeting increase, so will the amount of work for the Secretariat and with it the size of the required workforce (the officials and volunteers assigned to this area). This chapter covers the activities of the Competition Secretariat in order to provide organisers with the information to plan and prepare for its successful operation.

A. Operational Period

Unlike many of the other competition officials for an athletics meeting, those working in the Competition Secretariat will normally need to begin prior to the day or first day of competition. This is so preparation for the operation of the meeting can be made and, very often, so that the processing of entries and other relevant administrative responsibilities of the Organising Committee can be taken over.

Note that whilst the responsibilities of the Organising Secretary (see Chapter 1) and the Competition Secretary (see Chapter 6) are quite different, the reality of smaller meetings may mean that a single person has to cover both roles. In such a case, the Competition Secretariat clearly begins its work very early in the preparation period!

The operations of the Competition Secretariat will continue throughout the competition period and may extend some time afterwards.

B. Personnel

Depending on the size of the meeting, the Competition Secretary may require some or all of the following types of assistants to operate the Competition Secretariat:

- Computer operators or clerks (to enter information by typing or by hand)
- Seeding and draws clerks

- Scorers
- Photocopy operators
- Runners (to deliver start lists and results etc and to maintain notice boards)
- General administration assistants

Because the Competition Secretary's hours of work are usually very long compared to many other officials, he/she should, ideally, have a competent and reliable deputy to take over when necessary.

C. Equipment and Supplies

Depending on the size of the athletics meeting and the level of information technology to be used, the Competition Secretariat will require:

- Adequate work space, desks, chairs, reception counter and storage cupboards
- Computers and printers
- Typewriters (if computers not available)
- Photocopiers or other forms of printing machine
- Sufficient supplies of copying or printing paper (several different colours are advisable so that different items can be printed on distinct colours (i.e. yellow for start lists, green for results, as desired)
- Other stationery supplies
- Trays and/or pigeon holes for distribution
- Notice boards – pins, tape etc.
- Any pre-printed competition stationery

See also items in listed Schedule 5.1

D. Pre-Meeting Tasks - Entry Processing

In Chapter 6, the first part of the entry process for an athletics meeting, including the development, production, distribution and receipt of entry forms, is discussed. The next phase of the process, dealing with the completed entries, is normally handed over in part or completely to the Competition Secretariat at some stage before the start of the meeting and therefore is covered in detail here.

Whilst it is not essential that the Competition Secretariat processes the completed entry forms (as long as someone does it), it is a normal practice and quite logical for the Secretariat to have some involvement in the entry process. This is because much of Secretariat's work during the competition period will revolve around the information on the entry forms and because it will be responsible for any changes to the timetable necessitated by this information.

1. Steps

Where the entry deadline is prior to the day of competition, the following tasks will need to be carried out as soon as possible after the closing date:

- Sort and check entry forms for completeness of information.
- Obtain any essential missing information.
- Compile an overall entry list and allocate competition bib numbers (usually alphabetically, but other methods are acceptable).
- Compile an entry list for each event.
- Estimate the numbers of heats/groups and rounds for each event.
- Determine qualifying heights and distances for field events (unless previously done), together with the starting heights and bar progressions for the vertical jumps.
- Amend preliminary timetable accordingly.
- Advise competitors or teams of acceptances of entries and the amended timetable.
- Determine the method of confirmation of entries and complete any necessary paperwork.

Depending on the resources available the tasks above may be undertaken with the assistance of a computerised competition management system.

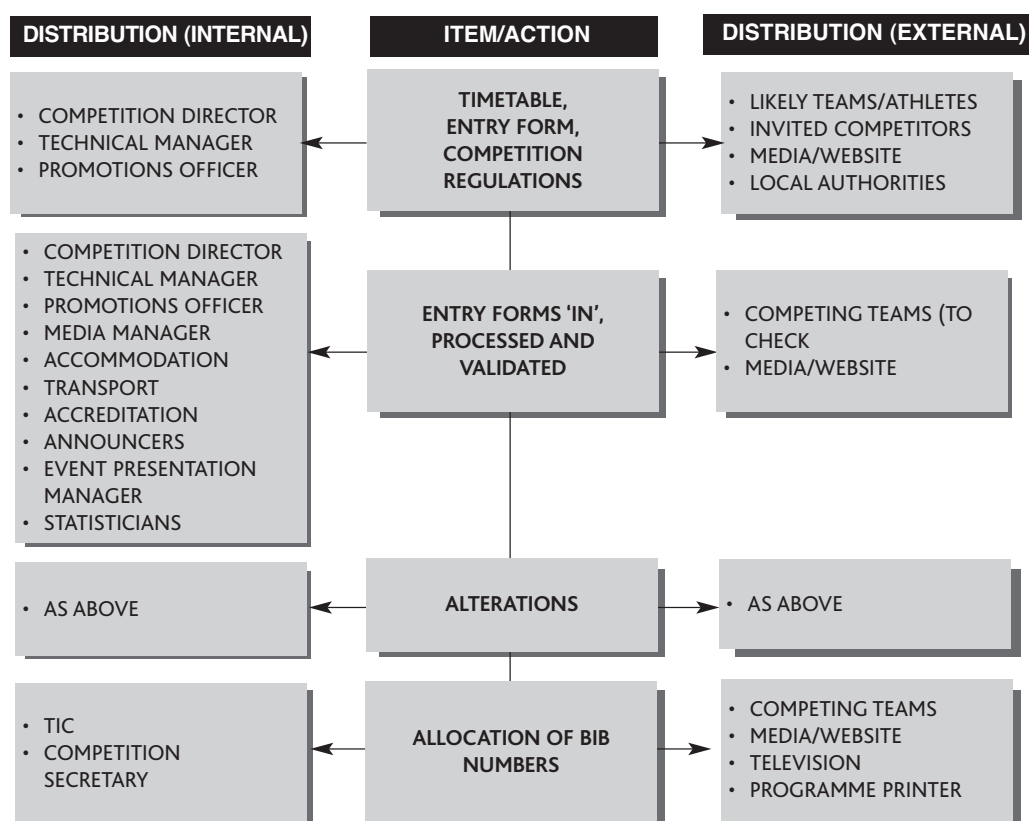


Figure 10.1 Entry process information flow

For many meetings, particularly those over several days and where the organisers accommodate the teams, it will be possible to carry out further steps prior to the day of competition:

- Receive and process confirmed entries and produce a confirmed entries list for each event (this may be done progressively over several days so that, for example, the entries for a particular day are confirmed on the day prior).
- Determine the number of heats/groups that will be required for each confirmed event and, in the case of a multi-round competition, the conditions for progression from each round to the next.
- Amend the timetable accordingly.
- Prepare a seeding list for each event for which heats or groups are required.

- Allocate competitors to heats in accordance with the rules (either IAAF Rule 166 or any special rules laid down for the meeting).

- Conduct a draw, (usually random, unless the organisers have decided otherwise) for lanes or competition order where heats or groups are not required.

- Conduct a similar draw for each first round of heats or field event qualifying groups for multi-round competitions.

- Produce and distribute start lists, amended timetable and progression details through the rounds.

2. Considerations for special meetings

A somewhat different scenario will apply for invitational meetings, particularly high profile events. In these cases, the organisers will determine the size of the fields and which athletes they would like to compete in each event beforehand and then extend invitations. The Competition Secretariat will then deal with accept-

COMPETITION MANAGEMENT SOFTWARE

The operation of any athletics meeting will be enhanced by the use of competition management and results system computer software.

The sophistication of such systems can vary considerably from the most simple through to those used at major events, which provide not only the basics but also television and scoreboard graphics, media information services and athlete biographies.

At the basic level, organisers have the opportunity to create their own entry and results system (either by contracting to have the service supplied by a specialist agency or to use expertise within the Organising Committee to develop their own) or purchase one of the available systems, some of which are obtainable at a relatively small cost.

Any such system should, in order to give the most benefit to the meeting, at least, be able to:

- Receive the data inputted from the entry forms
- Produce entry lists
- Allocate competition numbers
- Produce seeding and draws based on the relevant rules
- Produce final start lists
- Receive results data (either on line from photo finish/field event computers or by manual input)
- Produce individual results for each event
- Progress athletes to subsequent rounds based on the regulations set for the meeting
- Score combined events
- Score team competitions based on the regulations set for the meeting
- Produce a consolidated set of results at the end of the meeting

Most of the affordable systems operate readily on either desktop or laptop computers. However, organisers should check the compatibility and capacity of their hardware systems before choosing to use any or a particular results software package. A trial run of the system prior to the commencement of the meeting is also strongly recommended.

The availability and suitability of printers should also be carefully checked.

ances, rather than entry forms, and, based on the information available, draw up the start lists for each event.

Where they have been appointed for a major championship or other type of meeting, Technical Delegates will decide upon and supervise several of the above activities, including the seeding and draws, qualifying conditions, progression between rounds, timetable changes etc. In such circumstances, the Competition Secretariat is responsible for supplying all necessary administrative support and backup.

E. Other Pre-Meeting Tasks

Other tasks that the Competition Secretariat personnel may undertake prior to the day of competition include:

- Ensure all necessary stationery, supplies and office equipment necessary for the running of the meeting is available or has been ordered.
- Set up the workspace for the Secretariat.
- Prepare all competition recording sheets, where possible with competitors names and numbers in competing or lane order (unless all or some of these are automatically provided as the start list by the computer software programme being utilised). These would include:
 - Photo finish/finish judge/timekeepers recording sheets
 - Lap scoring sheets
 - Track umpires violation cards
 - Sheet for track Wind Gauge Operator

- Order of running sheets for relays
- Race walk judge report forms and summary sheets
- Field event recording sheets
- Wind gauge recording sheets for long and triple jumps
- Scoring sheets for combined events

Note: For the highest level of competition, forms may also be required to record throwing implement usage.

- ▮ Ensure that a list of all relevant records is available.
- ▮ Undertake some or all of the tasks of a Technical Information Centre (see Chapter 9) – including the distribution of competition bibs, for meetings where one is not in operation.
- ▮ Print supplies of the latest timetable sufficient for all competition officials and others who would require them.
- ▮ Prepare and distribute all “bulletins” relating to competition arrangements or changes to them.
- ▮ Prepare scoring sheets for any team competitions.

F. Competition Day(s) Tasks

Tasks that the Competition Secretariat may undertake on the day of competition include:

- ▮ Distribute the prepared competition recording sheets to the appropriate officials.
- ▮ Distribute start lists and results to those who require them. This may include, but will not necessarily be limited to:
 - Competition Director/Meeting Manager
 - Event Presentation Manager, Scoreboard Operator and Announcers
 - Key competition officials (the Technical Manager, Call Room Chief Judge, Starter’s Assistants, Photo-finish Judges, Track Referee and Judges, Umpires in charge of relay changeovers)
 - Media
 - Television
 - Technical Information Centre

- Team Managers
- VIPs
- Award Ceremonies Manager (results only)
- Doping Control
- The person in charge of programme production

- ▮ Obtain the Call Room schedule from Call Room Chief Judge, then produce and distribute copies.
- ▮ Score the combined events and team competitions.
- ▮ Prepare necessary forms for any records that are equalled or broken.
- ▮ Prepare and distribute any amendments to the timetable.
- ▮ Prepare and distribute any competition bulletins.
- ▮ Service the Jury of Appeal (in conjunction with the Technical Information Centre, if one is in operation).
- ▮ Receive (usually either directly from competitors/teams or the Call Room) and notify any scratches or other changes to start lists.
- ▮ Maintain regular contact with the Competition Director regarding any changes to start lists, results, the timetable or the competition in general.
- ▮ Prepare and ensure the announcement and publication of any amended results (whether as the result of a protest, appeal or otherwise).
- ▮ Receive results of all events, including manual recording sheets from the technical officials.
- ▮ Establish and maintain a publicly viewable notice board containing all start lists and results together with the most up to date timetable and any other important announcements concerning the conduct of the meeting.
- ▮ Receive and process any ongoing athlete confirmations for subsequent days’ events, and consequent draws, seeding, etc.

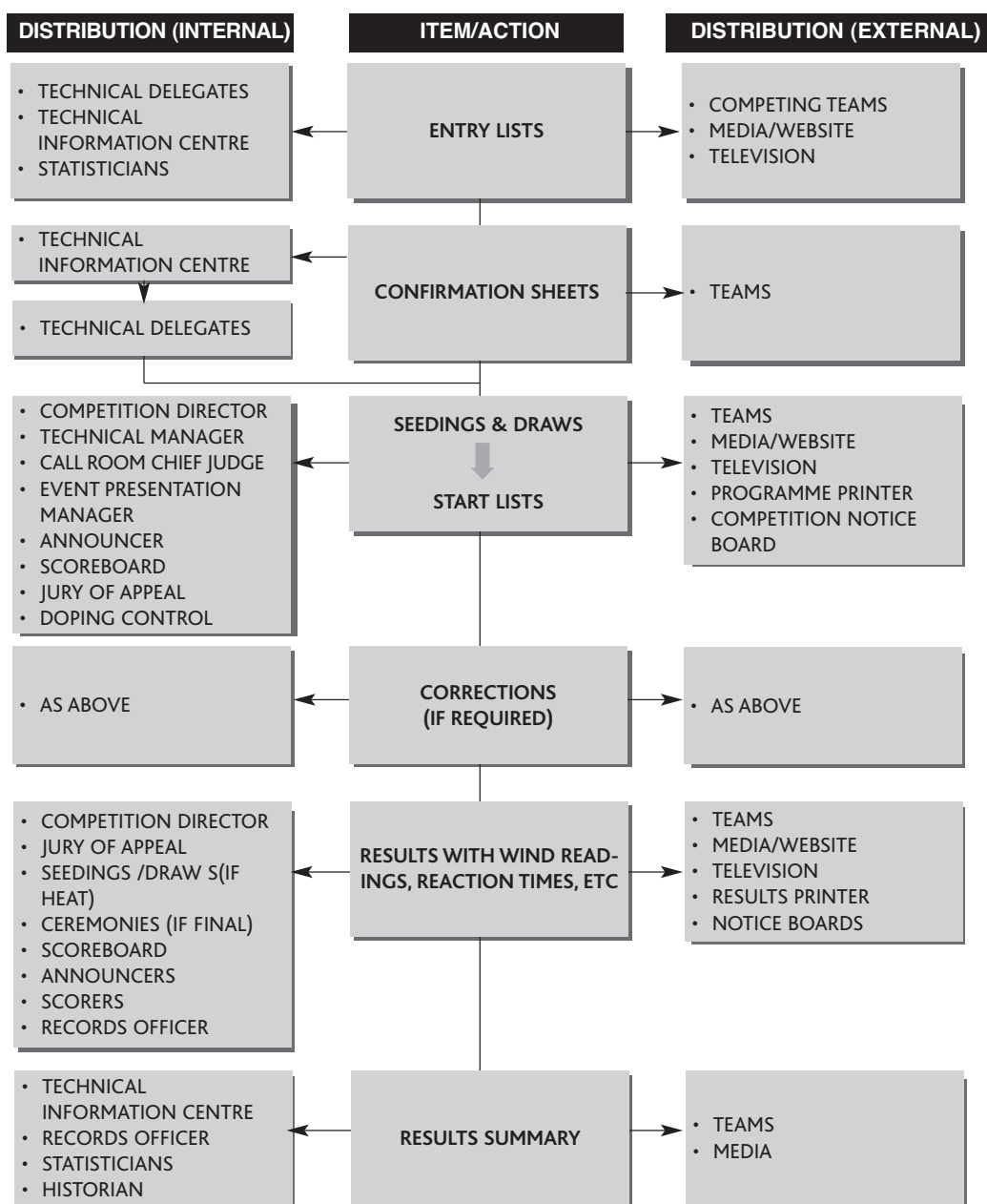


Figure 10.2 Competition Secretariat information flow

- Deal with enquiries from competitors or team leaders (where there is no Technical Information Centre).
- Prepare a consolidated set of each day's results.

Note: At major meetings the physical distribution of above mentioned information may not be required to individuals or groups who are provided with computer terminals.

G. Notes on Start Lists and Results Sheets

Normally the Competition Secretariat is responsible for pre-producing a variety of blank forms for the operation of the meeting (see Section E above). These include forms that can be filled in with competitor details and used as the competition recording sheets. In this case, separate start lists (other than for the printed programme) or results (other than the consolidated final set) would not be produced – the completed forms would simply be photocopied or carbonised and distributed as required.

If a computerised competition management and results system is being used, the start lists, results sheets and competition recording forms will, normally, be produced automatically.

The information required on the key forms (whether computer produced or printed) is given in Schedules 10.1 – 10.3.

H. Notes on Seeding, Draws and Progression

The normal procedures for the seeding and draws of all events are set out in the *IAAF Competition Rules* – Rule 166.

For meetings where heats (a number of races progressing to later rounds and/or a final) or sections (a number of races in the same event, where there is no further round but more competitors than can be included in a single race or field event group) are required in one or more events, a seeding process will be required. This can take various forms – whilst it could be done on a random

basis, it is most often done either by age grouping or level of ability. The procedure can be carried out in advance of the competition, and there are some administrative advantages to doing so, but it may not always be practical or possible.

At meetings where there is no need for heats or qualification rounds, the competitors can simply be “drawn” for lanes or competition order. There is no need for a seeding process in such cases. For the smallest meetings, competitors may simply draw for lanes at the starting line or event site, or be so allocated by the officials as they arrive for their events. For higher profile meetings, draws will normally be done in advance so that the actual draws can be publicised, printed in the programme and passed on to television for the preparation of the broadcast, and to the Event Presentation Manager.

SEEDING ADVICE

For meetings with many competitors, there are often advantages in delaying the seeding and draws process for events in which there are multiple rounds until a confirmation process of all entered athletes has occurred. For the more important meetings, this may be the day before, whereas for other meetings it might be one hour before a particular event is due to start. The advantage of this course of action is that only those athletes who actually intend to compete are placed in the various heats or groups, ensuring there are no unnecessary heats or vacant lanes.

A meeting can set its own regulations and this is often the case in relation to the progression through the rounds of track events, where it is not feasible for all the rounds specified in the *IAAF Competition Rules* to be included within the meeting timetable. In such cases, any variations should be clearly set out on the entry form, in the team manual, in the programme and on the start lists.

In any case, it is essential for accurate seeding that the information supplied by the competitors as to their best performances etc, is checked (preferably by an experienced statistician) to ensure that the prepared seeding lists are as accurate as possible.

I. Notes on Servicing the Jury of Appeal

Even in championships and any other major meetings where a Jury of Appeal has been appointed, the relevant Referee should deal with any protests. The Jury's responsibility is to address appeals regarding the decisions of the Referee.

Unlike the Referee, the Jury of Appeal members are not usually immediately available on the competition arena. Thus, whenever an appeal is lodged, the first step necessary will be to assemble the Jury of Appeal in a room provided for its work. Ideally, this room will have television monitors and video playback machines, as the Jury is entitled to view whatever evidence is available in order to reach their decision.

Where a Jury of Appeal has been appointed, either the Technical Information Centre or the Competition Secretariat can be responsible for administering protests and appeals and for servicing the Jury. This includes providing all necessary support and information to the Jury, including any paperwork they may need, and summoning any witnesses they might wish to interview.

VIDEO FOOTAGE

At televised meetings, the Jury of Appeal will be greatly assisted by access to video footage taken by the host broadcaster.

It is also a good idea for organisers of bigger meetings (where the budget, necessary manpower and equipment are available) to have video footage produced of action at the critical areas of each event (i.e. the take-off board in the Long Jump or Triple Jump, the circle in the throwing events, the lane lines on the curves in running events).

If produced by any source, video material should also be made available to the Referees should they require it to determine the correct result of any event or to deal with a protest.

After a decision by the Jury, the Competition Secretariat should advise all concerned parties and publish any necessary amendments to the result of the event. Where a decision affects the composition of a subsequent round or necessitates the re-holding of an event, it should arrange for a new draw to be made and the information distributed.



Competition Secretariat Operation Basic Checklist

- ☐ Competition Secretary appointed
- ☐ Competition Secretariat operation plan agreed
- ☐ Competition Secretariat personnel recruited
- ☐ Competition Secretariat facilities, equipment and materials prepared
- ☐ Competition Secretariat personnel briefed
- ☐ Entries processed
- ☐ Initial seedings and draws made
- ☐ Initial start lists produced
- ☐ Result production and circulation process in place
- ☐ Additional start list production process in place
- ☐ Jury of Appeal servicing arrangements in place

***SCHEDULE 10.1* INFORMATION REQUIREMENT FOR START LISTS**

- Name, date and venue of the meeting
- Name of the event, indicating gender, age group, grade etc.
- Scheduled starting time of the event
- Relevant records
- Indication of which round, final with heat numbers etc.
- Qualifying or progression conditions to the next round (if applicable)
- In columns the following competitor information:
 - ≥> lane or competition order
 - ≥> competitor's bib number
 - ≥> competitor's name (first and family)
 - ≥> competitor's team or country name
 - ≥> blank column for placing (if also being used as recording forms)
 - ≥> blank column for result (if also being used as recording forms)

Note that for relay events the team name is provided instead of the competitor name but preferably with the bib numbers and names of the competitors in each team listed below the team name.

SCHEDULE 10.2 INFORMATION REQUIREMENT FOR RESULT SHEETS

- Name, date and venue of the meeting
- Name of the event, indicating gender, age group, grade etc.
- Starting time of the event (and for field events the finishing time)
- Indication of which round, final with heat numbers, etc.
- Qualifying or progression conditions to the next round (if applicable)
- For relevant track events, the wind reading
- In columns, the following information:
 - ≥> finishing order
 - ≥> competitor's bib number
 - ≥> competitor's name (first and family)
 - ≥> competitor's team or country name
 - ≥> performance (in long and triple jumps with the relevant wind reading in brackets thereafter)
 - ≥> where result is of a preliminary round, an additional column should indicate if the competitor has qualified for the next round (usually a "Q" indicates automatic qualification and a "q" time or additional qualification)
 - ≥> reaction times for events started from blocks (where this information is available)
- A note of any disqualifications and the reason for them, referring to the relevant rule number
- Weather details at the time of the event (optional)

SCHEDULE 10.3 INFORMATION REQUIREMENT FOR FIELD EVENT RECORDING SHEETS

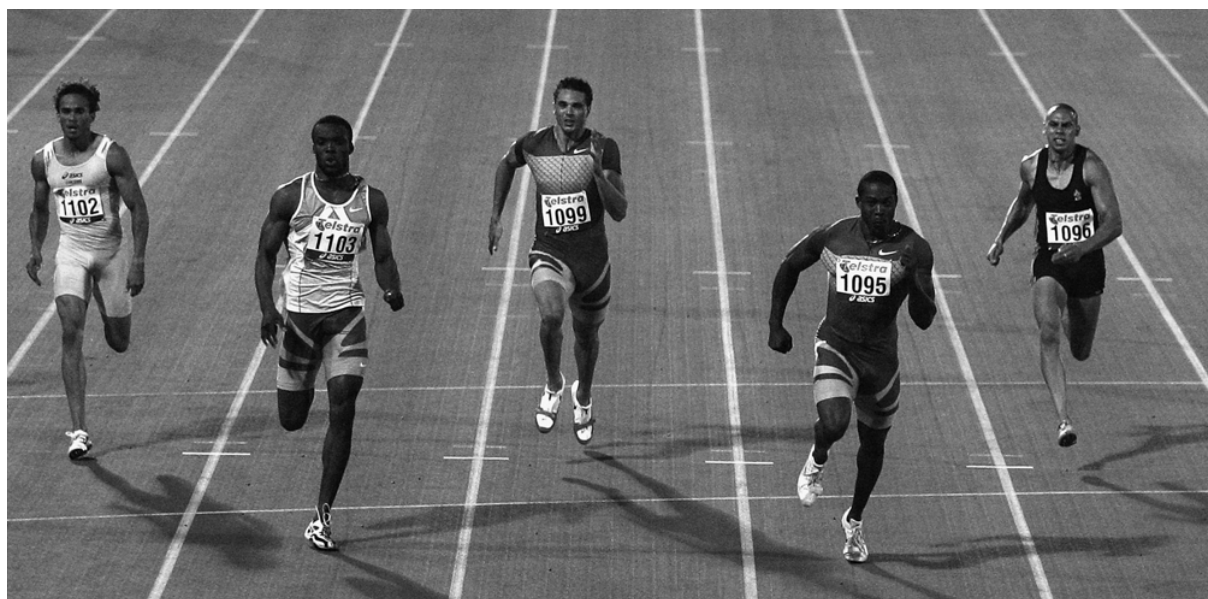
Recording sheets for field events should also have provision for the following:

For long jump, triple jump and all throwing events:

- A column to record the performance of each athlete in each round of the competition
- Columns to record the position of each competitor after the initial trials and the adjusted order of competition for subsequent trials
- Columns for best performance and final placing of each competitor
- Place to record the actual start and finish times of the competitions
- Place for referee's signature and any note he/she wishes to make about the conduct of the event (i.e. yellow/red cards given, provisionally measured trials etc.)

For high jump and pole vault:

- A column to record the performance (or pass) of each athlete at each height to which the bar is raised during the competition
- Columns to record, where necessary, (i.e. in determining the result of a tie for any placing) the number of attempts taken at the height last cleared by each competitor and the total number of failed attempts of each competitor up to and including the height last cleared by him/her
- Columns for best performance and final placing of each competitor
- Place to record the actual start and finish times of the competitions
- Place for Referee's signature and any note he/she wishes to make about the conduct of the event (i.e. yellow/red cards given, provisionally measured trials etc.)
- In the case of the pole vault a column in which to progressively record the desired position of the uprights of each competitor is also useful



11 OPERATION OF THE TRACK EVENTS

This chapter is intended to assist the organisers of an athletics meeting by providing an overview of the operation of the track events and the responsibilities of the various competition officials. The lists provided can also be used as the basis for briefings of the personnel. Further information may be obtained from the rules covering the track events and from specialist officiating publications.

A. General Briefing for Track Events Officials

General information points that should be communicated to all track events officials through either the Officials' Handbook (see Chapter 6) or verbally or both include:

Meeting Information – Date, venue, description of position and duties allocated, the competition timetable, uniforms to be worn, parking or transport arrangements, special regulations, notification of any training or briefing sessions, etc. It is a good idea for the competition officials to receive copies of any information sent to competitors.

Rules – Anyone appointed as a Referee or to a Chief Judge position (Starter, Timekeeper, Finish, etc) should take the time to review the rules for the running events in the latest editions of the IAAF Competition Rules and other relevant documents. They should also have copies of these with them during the preparation and competition. Rules and regulations are regularly changed and updated and many mistakes made by officials fall into categories that can be labelled "that's the way I was taught to do it" or "that's the way we have always done it." Referees and Chief Judges must also be responsible for briefing assistant judges and other officials on the rules and correct procedures prior to their events.

Safety Awareness – All judges and officials should at all times be aware of safety for themselves, the competitors and others at the meeting. They should familiarise themselves with any special regulations and procedures in force at the venue. They should check facilities and equipment for irregularities. They should ensure that competitors, who are often young and or concentrating on their preparations and may be careless, are aware of safety requirements. Particular care should be taken in

and around the throwing areas, during both the warm-up and competition periods, where the implements thrown can be lethal. Any deficiencies or potential hazards should be promptly reported.

Clipboards, Pencils and Pens – Regular judges should have their own writing equipment and should bring it to each meeting at which they work. Meetings that rely on volunteers from the competing teams or spectators should have a supply of these items ready.

Pre-event Check-in – The Track Event Referee and Chief Judges should arrive at the meeting at least 60 minutes before their events are scheduled to begin in order to make the necessary inspections and preparations. Assistant judges should arrive about 45 minutes before their event and report to either the Meeting Manager/Referee for assignment or, if already assigned, directly to the relevant Chief Judge..

Staying in Assigned Positions – Judges should not leave their work area (e.g. to go to the toilet or get a drink of water) unless they have checked with the relevant Chief Judge.

Post-event – All judges should assist with returning equipment and materials to the appropriate place at the end of their event. Assistant judges should check with the Chief Judge before leaving the area after the event.

Use of Judges' Flags – The white flag is used, in certain circumstances, to indicate that an official is ready. A yellow flag is used by Umpires to indicate possible infringements.

B. Instructions for the Start Co-ordinator/Starters

Duties before the competition:

- ▶ Arrive at least 60 minutes before the start of the first event and report to the Competition Director/Meeting Manager or the Track Events Referee.
- ▶ Review the rules and regulations applicable to the running events.

- ▶ Check where the starts and finishes are located. Check the staggers for each race and that all equipment (blocks, lanes markers, flags etc.) is available.
- ▶ Check the mechanisms of the starting and recall guns and the supply of ammunition.
- ▶ Assist the Chief Photo Finish Judge with undertaking tests to ensure the equipment (if used) is started automatically by the starter's gun at each starting point and the zero control operation for the photo or video finish system .
- ▶ Test the false start detection system (if used).
- ▶ Test the Starter's PA system.
- ▶ Brief the Recallers.
- ▶ Brief the Starter's Assistants.
- ▶ Brief the starting block and basket crews.

Duties during the competition:

- ▶ Have the starting stand placed in the correct position for each race according to the IAAF Rules.
- ▶ Control pre-race preparations to ensure races start according to the competition timetable.
- ▶ Check guns are loaded or starting apparatus ready before each race.
- ▶ Make sure Finish Judges, Timekeepers and Photo Finish officials have signalled that they are ready before starting each race.
- ▶ Take control of competitors at the start line.
- ▶ Start the races in compliance with the procedures in IAAF Rule 162.
- ▶ Do not allow spectators to interrupt the smooth starting of the race.

Duties after the competition:

- ▶ Ensure that all the equipment used is returned to its proper place.

C. Instructions for the Recallers

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Start Co-ordinator.
- ▶ Review the rules and regulations applicable to the running events.
- ▶ Familiarise yourself with the starts, staggers and finish locations for each race.
- ▶ Prior to the competition, check the mechanism of your gun and the supply of ammunition and then prior to each start ensure that gun is loaded.
- ▶ Assist in controlling the competitors during the pre-race preparations and at the starting line.
- ▶ Position yourself as required by the Starter.
- ▶ When a recall is ordered, help to assemble the competitors immediately for the new start.
- ▶ Assist the Starter in accordance with IAAF Rule 162 and as otherwise requested.
- ▶ Assist with the return of all the equipment used to its proper place.

D. Instructions for the Starter's Assistants

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Start Co-ordinator.
- ▶ Review the rules and regulations applicable to the running events.
- ▶ Familiarise yourself with the starts, staggers and finish locations for each race.
- ▶ Check the location and supply of relay batons.
- ▶ Familiarise yourself with the check-in area or Call

Room and the procedures for conducting competitors to the start of their races.

- ▶ Obtain the final list of competitors for each race and keep updated during the meeting if changes occur. Ensure that you receive new start lists for any events that are advanced during the meeting.
- ▶ Ensure that competitors are in the correct heat.
- ▶ Ensure that numbers and photo finish, or hip, numbers (if used) are correctly worn.
- ▶ Ensure that competitors assemble about three metres behind the start line and in the correct lane.
- ▶ Provide relay batons to the first runner on each team.
- ▶ Collect relay batons after each relay race.
- ▶ When the Starter has ordered the competitors to their marks ensure that they have assumed the correct position within their lane and behind the start line.
- ▶ When competitors are ready for the start signal the Starter with a white flag or other suitable method.
- ▶ When a recall is ordered, assemble the competitors immediately for the new start.
- ▶ Assist the Starter, including the display of green, yellow and red cards, as required.
- ▶ Assist with the return of all the equipment used to its proper place.

E. Instructions for the Chief Finish Judge

Duties before the competition:

- ▶ Arrive at least 60 minutes before the start of the first event and report to the Competition Director/Meeting Manager or the Track Events Referee.
- ▶ Review the rules and regulations applicable to the running events.

- ▶ Check the Judges' stand to ensure it is correctly placed at the finish line and at any alternate finish positions (if applicable).
- ▶ Brief the Assistant Finish Judges and assign them places to pick in the races.
- ▶ Assign and brief Lap Scorer(s), unless already done by the Track Events Referee.

Duties during the competition:

- ▶ Signal the Starter when the Finish Judges are ready for the race by waving the white flag or other suitable method.
- ▶ Determine finishes as per your own observations and as reported by the Assistant Finish Judges, in accordance with IAAF Rule 164 (base your decisions on when the torso, not arms, legs or head, crosses the finish line).
- ▶ Refer to the Track Events Referee if the Finish Judges cannot agree on a placing.
- ▶ Work closely with the Chief Photo Finish Judge (if photo or video finish system is used) to assist to determine record times/places (especially the finishing order of athletes in non-laned races) as quickly as possible after each race.
- ▶ Make sure places and times are legible on the event recording sheets, where manual judging/timing is used either as the primary result or as a backup.
- ▶ Distribute results as required.
- ▶ Keep finish area clear of unauthorised personnel, especially the line of sight from the stand to the finish line.

Duties after the competition:

- ▶ Ensure the return of all the equipment used to its proper place.

F. Instructions for the Assistant Finish Judges

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Chief Finish Judge.
- ▶ Determine finishes as per your own observation (base your decisions on when the torso not arms, legs or head crosses the finish line) and report to the Chief Finish Judge.
- ▶ Try to remember the number, colour of uniform and lane of the competitor in the place you pick.
- ▶ After the finish of each race, follow the competitors to obtain their number or name and report to the Chief Finish Judge.
- ▶ Concentrate on your tasks — do not tell other judges how to do their job or socialise
- ▶ Keep finish area clear of unauthorised personnel, especially the line of sight from the stand to the finish line.
- ▶ Assist with the return of all the equipment used to its proper place.

G. Instructions for the Chief Timekeeper

Duties before the competition:

- ▶ Arrive at least 60 minutes before the start of the first event and report to the Competition Director/Meeting Manager or the Track Events Referee.
- ▶ Review the rules and regulations applicable to the running events.
- ▶ Check the Timekeepers stand or position to ensure it is correctly placed and any alternate finish positions (if applicable) for any races.

- ▶ Acquaint yourself with the records for each race on the programme.
- ▶ Brief the Assistant Timekeepers and assign them lanes or places to time in the races (if there are sufficient Assistant Timekeepers three should be assigned to first place and two to all remaining places (see IAAF Rules 128 and 165).
- ▶ Assign an Assistant Timekeeper to call out lap times to the Lap Scorers and, if a digital lap timer is not used, to the competitors.
- ▶ Check the function of each Assistant Timekeeper's watch or hand-operated chronometer.

Duties during the competition:

- ▶ Signal the Starter when the Timekeepers are ready for the race by waving the white flag.
- ▶ Time the winner of every race.
- ▶ Ensure that the time on each Assistant Timekeeper's watch is correctly recorded after each race, examine the time on any watch if felt necessary.
- ▶ Determine the correct time for each finisher in accordance with IAAF Rules 165.8 to 165.11.
- ▶ Make sure places and times are legible on the event recording sheets and provide same without delay to the Competition Secretary.
- ▶ Instruct the Assistant Timekeepers to clear their watches after the times have been recorded.
- ▶ Give undivided attention to your duties and instruct Assistant Timekeepers to do likewise.
- ▶ Keep finish area, especially the line of sight from the stand to the finish line, clear of unauthorised personnel.

Duties after the competition:

- ▶ Ensure the return of all the equipment used to its proper place.

H. Instructions for the Assistant Timekeepers

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Chief Timekeeper.
- ▶ Review the rules and regulations applicable to the running events.
- ▶ Make sure your watch or hand-operated chronometer is in good working order.
- ▶ Be ready when each race is to start and start your watch on the flash/smoke of the gun.
- ▶ Watch competitor and stop your watch when the torso hits the finish line.
- ▶ Write your time on the paper provided or provide verbally to the Chief Timekeeper. On request, show your watch to the Chief Timekeeper.
- ▶ Do not clear your watch until told to do so by the Chief Timekeeper.
- ▶ Act independently of the other Assistant Timekeepers.
- ▶ Keep finish area clear of unauthorised personnel, especially the line of sight from the stand to the finish line.
- ▶ Assist with the return of all the equipment used to its proper place.

I. Instructions for the Chief Photo Finish Judge

Duties before the competition:

- ▶ It is advisable that the photo or video finish system is checked before the day of competition if it has not been used at this venue for some time.
- ▶ Arrive in sufficient time before the first race to assemble (if necessary) and examine the photo or video finish system and to perform other required duties. Meet with any technical staff responsible for the maintenance or provision of the equipment.

- ▶ Report to the Competition Director/Meeting Manager or Track Events Referee.
- ▶ Ensure sufficient supplies of all required material.
- ▶ Supervise the correct positioning, testing and alignment of the photo or video finish system equipment.
- ▶ With the assistance of the Track Referee and Starters, undertake a control to ensure the photo or video finish system equipment starts automatically (by the Starter's gun) at each starting point.
- ▶ Undertake the zero control for the photo or video finish system.
- ▶ Where there is more than one photo/video finish system available, ensure that they operate independently of each other and that one has been designated as official.

Duties during the competition:

- ▶ Signal the Starter when you and the Assistant Photo Finish Judges are ready for the race by waving the white flag or other suitable method.
- ▶ Review photographs or video recordings with Assistant Photo Finish Judges and determine the placing and time of each competitor.
- ▶ If there is a problem determining a place or time, consult the Track Events Referee.
- ▶ Ensure the times are recorded in accordance with IAAF Rule 165.23 and convey same to the Competition Secretary. Where a computerised results system is being used, ensure that times are correctly downloaded or otherwise entered into the system.
- ▶ Keep your work area clear of all unauthorised personnel.
- ▶ Do not pass or show photo finish pictures or video finish recordings to unauthorised personnel.

Duties after the competition:

- ▶ File all photographs in a sturdy box or container or, in the case of video material, on an appropriate disk.

- ▶ Disassemble the equipment, pack it correctly and return it to the proper place.
- ▶ Return all other equipment used to its proper place.

J. Instructions for the Assistant Photo Finish Judges

- ▶ Arrive at least 60 minutes before the start of the first race.
- ▶ Report to the Chief Photo Finish Judge.
- ▶ Assist the Chief Photo Finish Judge as required.
- ▶ Keep your work area clear of all unauthorised personnel.
- ▶ Do not pass or show photo finish pictures or video finish recordings to unauthorised personnel.
- ▶ Assist with the return of all the equipment used to its proper place.

K. Instructions for the Chief Umpire

Duties before the competition:

- ▶ Arrive at least 60 minutes before the start of the first event and report to the Competition Director/Meeting Manager or the Track Events Referee.
- ▶ Review the rules and regulations applicable to the running events.
- ▶ Ensure that the Umpires' chairs and flags are available.
- ▶ Brief the Umpires and in conjunction with the Track Events Referee assign them their places, if these have not been determined in advance.
- ▶ Distribute violation cards and track marking material to the Umpires.
- ▶ If Umpires are to enter the arena together, assemble them in the agreed place.

Duties during the competition:

- ▶ Act as an umpire and supervise and assist the other Umpires.
- ▶ In the hurdle and steeplechase events, check the hurdles for proper positioning and height adjustment.
- ▶ In the relay events, assist the other umpires in ensuring that the athletes, other than those starting the races, are in their correct lanes and/or positions and advise the Track Events Referee by an agreed method.
- ▶ Report violations from the Umpires to the Track Events Referee.

Duties after the competition:

- ▶ Ensure the return of all the equipment used to its proper place

L. Instructions for the Umpires

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Chief Umpire or Track Events Referee.
- ▶ Observe the competitors and other persons during each race for rules violations such as lane violations, illegal crowding, cutting in, etc. (See IAAF Rules 163, 168, 169 and 170).
- ▶ In case of a violation:
 - raise a yellow flag or signal by other suitable agreed means
 - write the nature of the violation on a violation card
 - give the completed violation card to the Chief Umpire
 - keep a copy of the completed violation card for your records.
- ▶ Do not discuss violations with anyone except the Chief Umpire and the Track Events Referee.
- ▶ Assist Marshals when not observing races.
- ▶ Assist with the return of all the equipment used to its proper place.

M. Instructions for the Wind Gauge Operator (Track Events)

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Track Events Referee.
- ▶ Ensure that the wind gauge, spare batteries, indication flags and wind reading scoreboard (if used) are available and working.
- ▶ Set the gauge up in the correct place for each event in accordance with IAAF Rule 163.9.
- ▶ Measure the wind for the period set out in IAAF Rule 163.8, read and record results in accordance with IAAF Rule 163.10.
- ▶ Report results by raising a white flag (if the reading does not exceed the allowable limit) or a red flag (if it does); indicate the reading on the scoreboard (if available) and communicate all readings to the Competition Secretary.

N. Instructions for the Lap Scorers

- ▶ Arrive at least 45 minutes before the start of the first event.
- ▶ Report to the Track Events Referee.
- ▶ Keep a record of all laps completed by each competitor in races longer than 1500 metres, recording the time at the end of each lap for each competitor in events of 5000 metres or longer.
- ▶ (One lap scorer shall) maintain a display of laps remaining at the finish line, changing it each time the leading competitor enters the home straight, and give a manual indication of the number of laps remaining to any lapped competitors.
- ▶ (One lap scorer shall) signal the final lap to each competitor, usually by ringing a bell.



Track Events Operation Basic Checklist

- ☐ Provide completed lap scoring sheets to the Competition Secretary.
- ☐ General briefing information for track events officials prepared and distributed
- ☐ Track Events Referee (and Outside Events Referee, if appropriate) briefed
- ☐ Start Co-ordinator and Starters briefed
- ☐ Starter's Assistants and Recallers briefed and assigned
- ☐ Chief Finish Judge briefed
- ☐ Finish Judges briefed and assigned
- ☐ Chief Timekeeper briefed
- ☐ Timekeepers briefed and assigned
- ☐ Chief Photo Finish Judge briefed
- ☐ Photo Finish Judges briefed and assigned
- ☐ Chief Umpire briefed
- ☐ Umpires briefed and assigned
- ☐ Wind Gauge Operator briefed
- ☐ Lap Scorers briefed and assigned

SCHEDULE 11.1 UMPIRE POSITIONS FOR THE RUNNING EVENTS

The diagrams presented here show recommended positions for the Umpires for the various running events. It is understood that for many school and club meetings a full complement of Umpires may not be available and thus all the positions might not be filled. Therefore, the numbering system used here shows where the Umpire should be positioned if there is only one available (position 1), if a second is available he/she should be placed at position 2, the third available should be at position 3, etc.

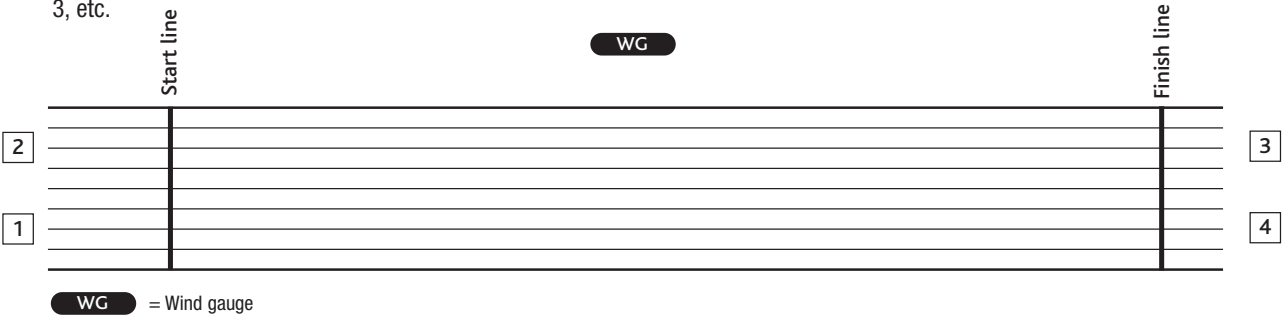
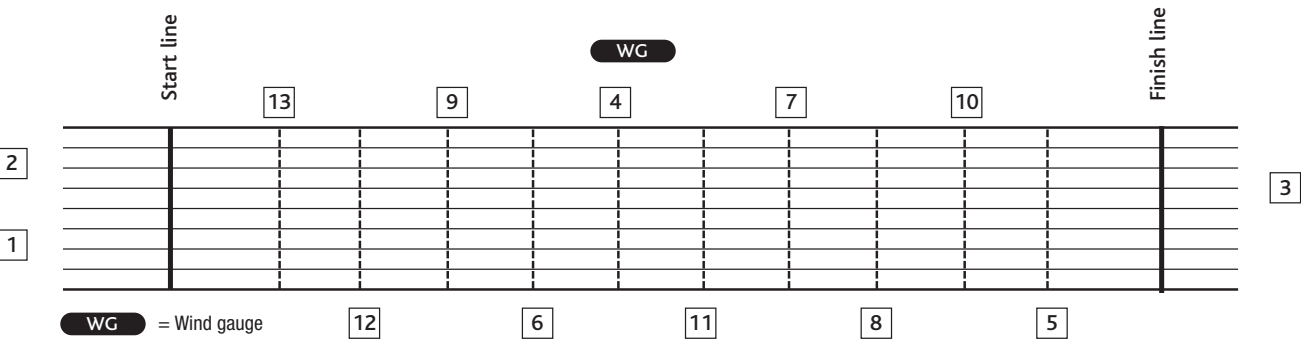


Figure 11.1 Umpire positions for the 100 metres.



Note: Should additional umpires be available, they can be positioned directly opposite 4–13 inclusive.

Figure 11.2 Umpire Positions for the men's 110 metres Hurdles and the women's 100 metres Hurdles.

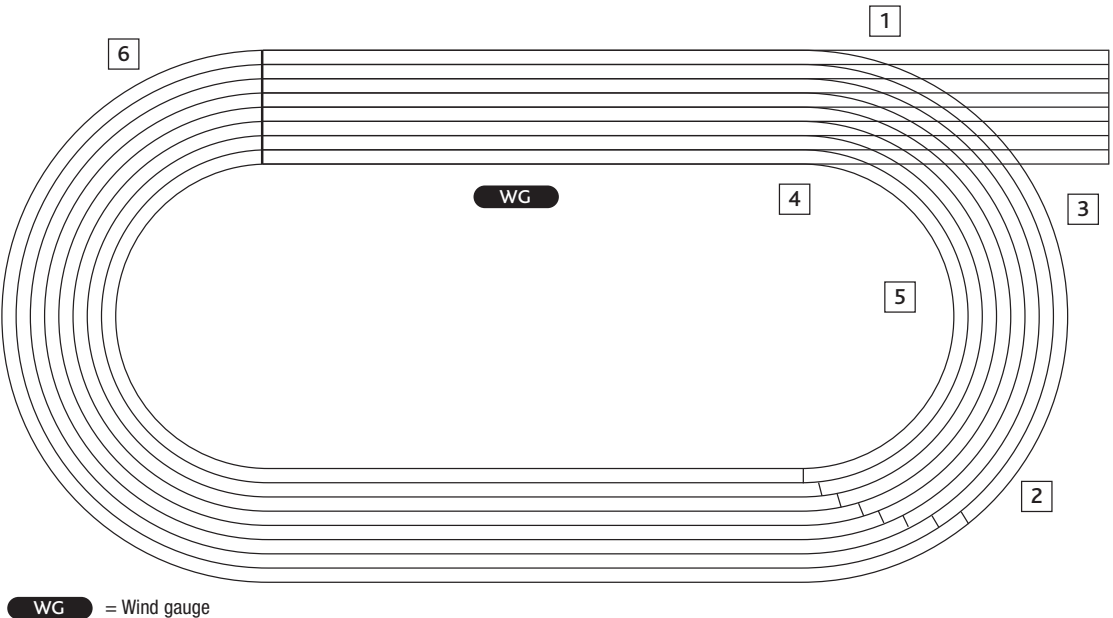


Figure 11.3 Umpire Positions for the 200 metres.

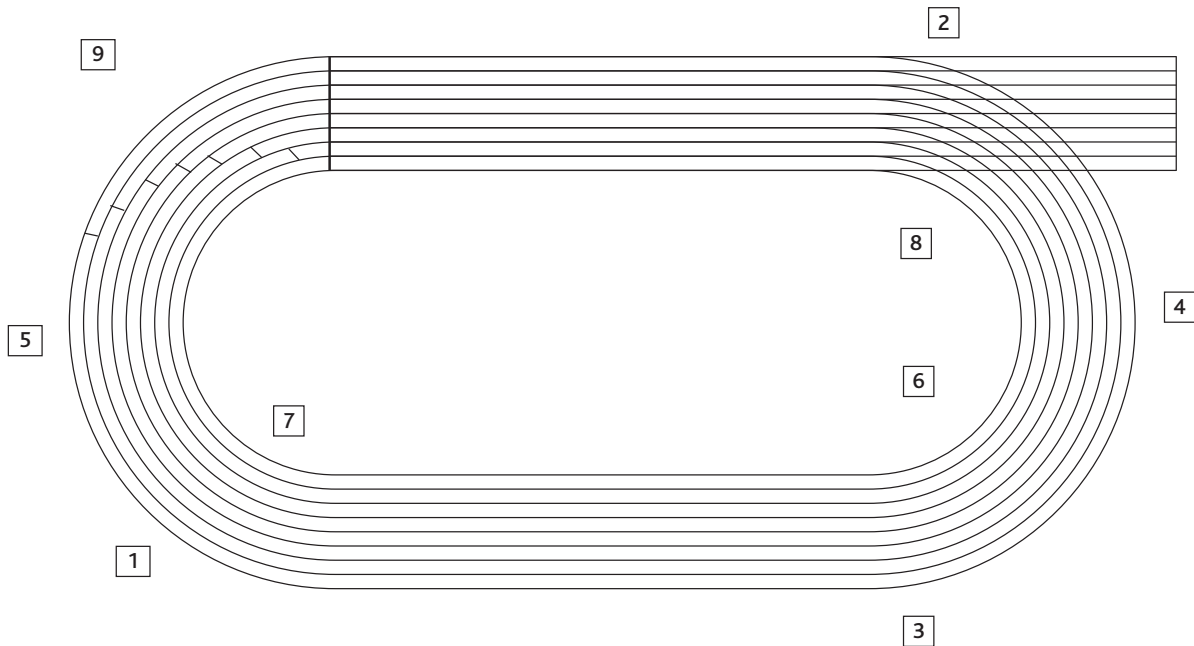


Figure 11.4 Umpire Positions for the 400 metres.

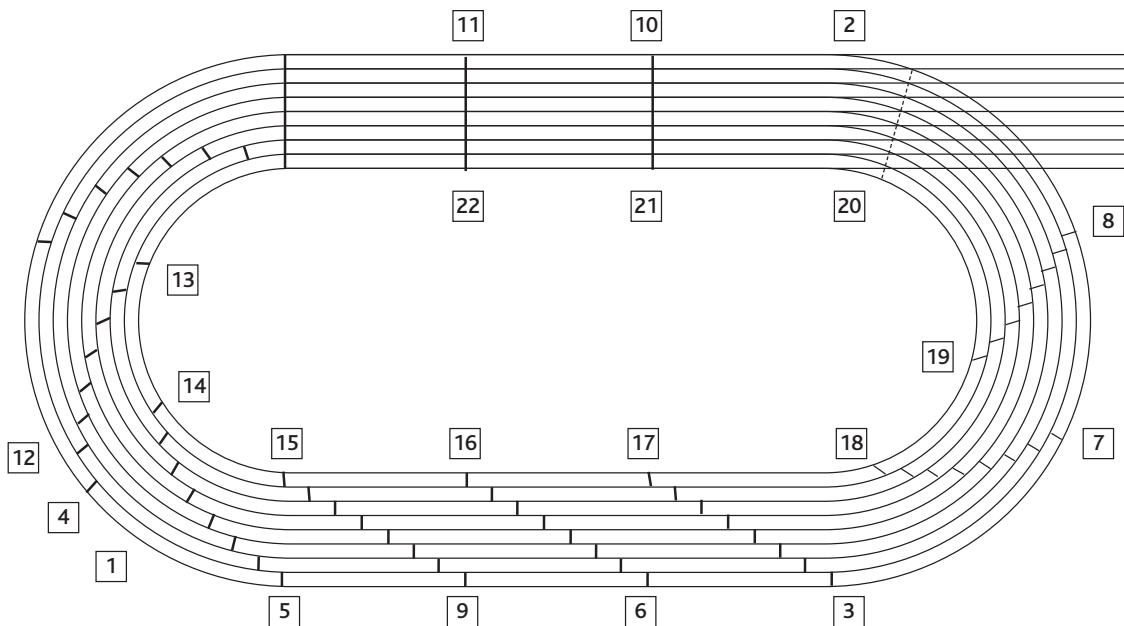


Figure 11.5 Umpire Positions for the 400 metres Hurdles.

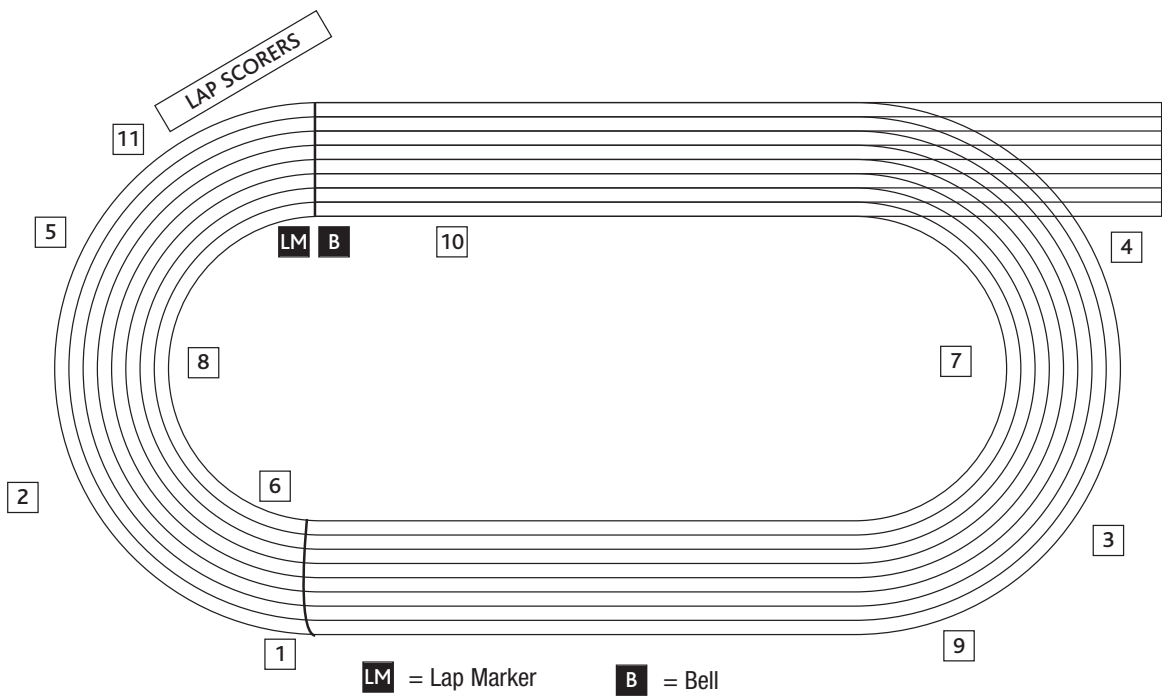


Figure 11.6 Umpire positions for the 800 to 10,000 metres.

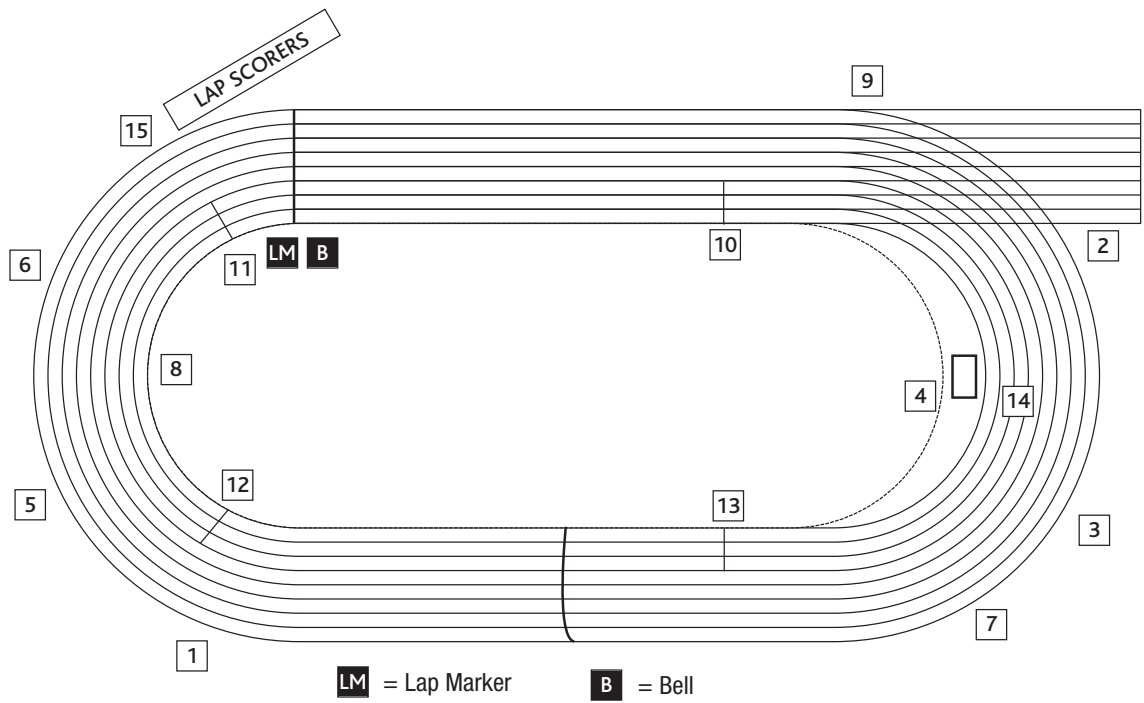


Figure 11.7 Umpire Positions for the Steeplechase.

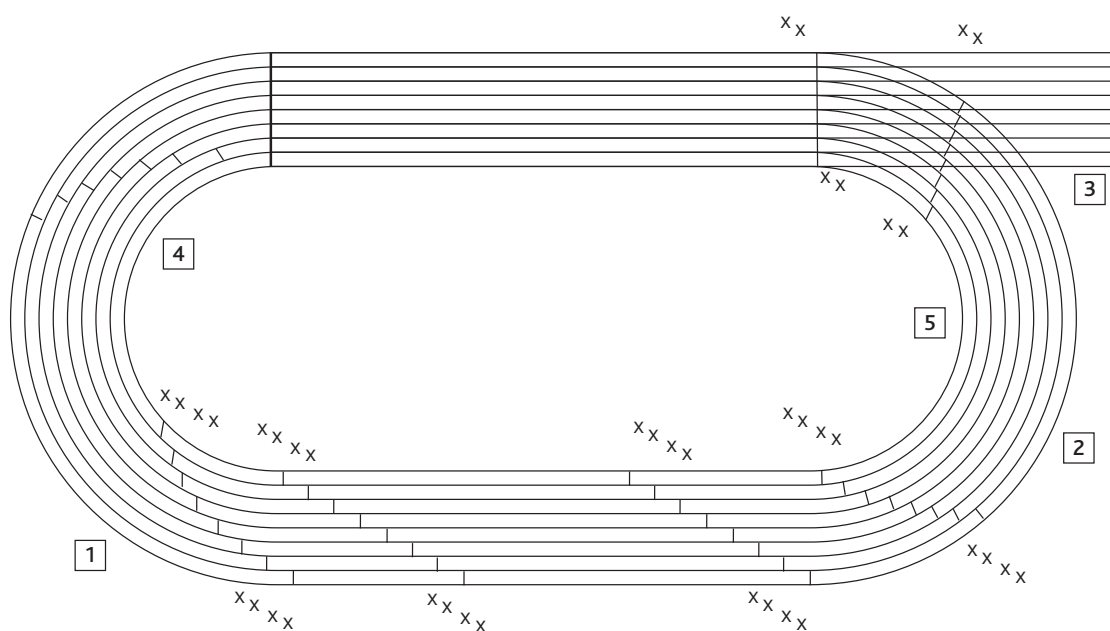


Figure 11.8 Umpire Positions for the 4 x 100 metres relay.

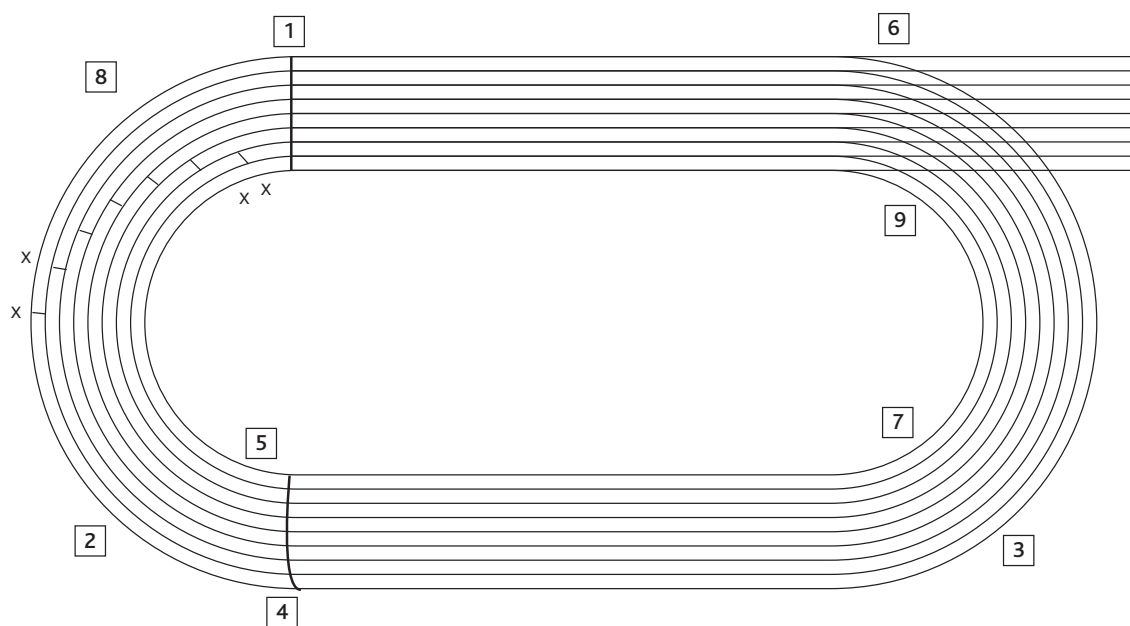
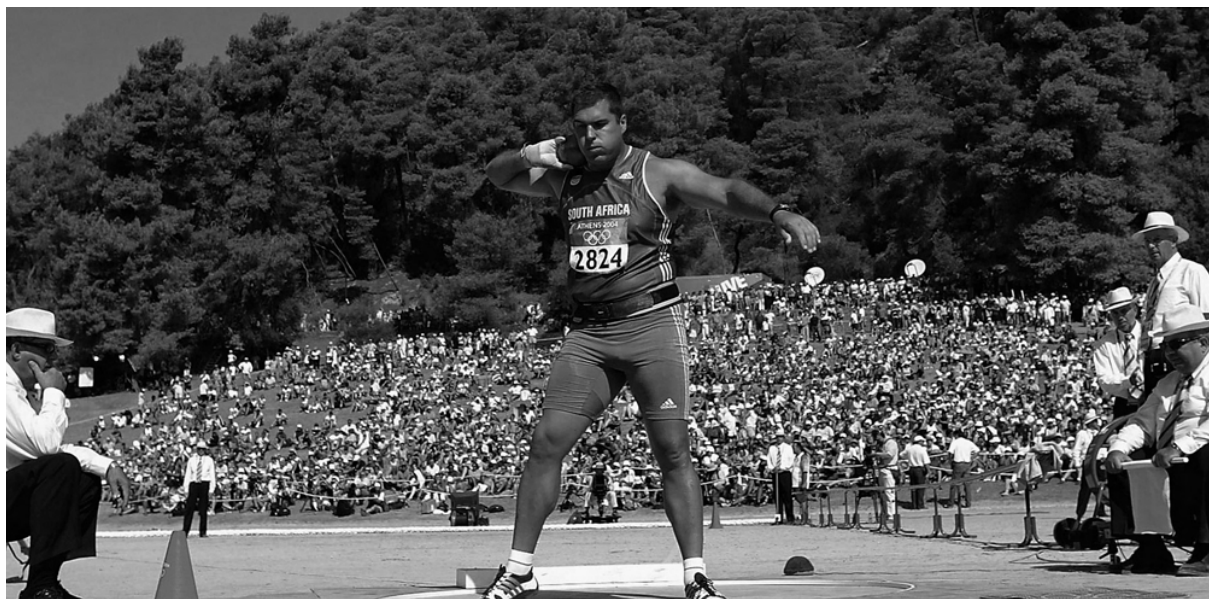


Figure 11.9 Umpire Positions for the 4 x 400 metres Relay



12 OPERATION OF THE FIELD EVENTS

This chapter is intended to assist athletics meeting organisers by providing an overview of the operation of the field events. Further information may be obtained from the rules and from specialist officiating publications.

A. General Briefing for Field Events Officials

General information points that should be communicated to all field events officials through either the Officials Handbook (see Chapter 6) or verbally or both include:

Meeting Information – Date, venue, description of position and duties allocated, the competition timetable, uniforms to be worn, parking or transport arrangements, special regulations, notification of any training or briefing sessions, etc. It is a good idea for the competition officials to receive copies of any information sent to competitors.

Rules – Anyone appointed as a Referee or Chief Judge should take the time to review the rules for the event(s) that they will be officiating in the latest editions of the

IAAF Competition Rules and other relevant documents. They should also have copies of these with them during preparation and competition. Rules and regulations are regularly changed and updated and many mistakes made by officials fall into categories that can be labelled "that's the way I was taught to do it" or "that's the way we have always done it." Referees and Chief Judges must also be responsible for briefing assistant judges and other officials on the rules and correct procedures prior to their events.

Safety Awareness – All judges and officials should at all times be aware of safety for themselves, the competitors and others at the meeting. They should familiarise themselves with any special regulations and procedures in force at the venue. They should check facilities and equipment for irregularities. They should ensure that competitors, who are often young and/or concentrating on their preparations and may be careless, are aware of safety requirements. Particular care should be taken in and around the throwing areas, during both warm-up and competition periods, where the implements thrown can be lethal. Any deficiencies or potential hazards should be promptly reported.

Pre-event Check-in – Referees and Chief Judges should arrive at the meeting at least 60 minutes before their events are scheduled to begin in order to make the necessary inspections and preparations. Assistant judges should arrive about 45 minutes before their event and report to either the Meeting Manager/Referee for assignment to an event or, if already assigned, directly to the Chief Judge.

Staying in Assigned Positions – Judges should not leave the area of their event (e.g. to go to the toilet or get a drink of water) unless they have checked with the Chief Judge for their event.

Post – event – All judges should assist with returning equipment and materials to the appropriate place at the end of their event. Assistant judges should check with the Chief Judge before leaving the area after the event.

Clipboards, Pencils and Pens – Regular judges should have their own writing equipment and should bring it to each meeting at which they work. Meetings that rely on volunteers from the competing teams or spectators should have a supply of these items ready.

Use of Judges' Flags – In field events, the red flag is used to indicate that a failure has occurred or for an unsuccessful attempt. The white flag is used to indicate that a legal or successful attempt has been completed. A white flag is also used, in certain circumstances, to indicate that an official is ready. A yellow flag is used to indicate that there are 15 seconds remaining for a trial (see IAAF Rule 180.17).

Recording – All field event judges should familiarise themselves with the system used for recording marks (on event sheets and computers). Vertical jumping events are normally scored as follows:

- "O" = Successful trial
- "X" = Failure or unsuccessful trial
- "-" = Pass

For other field events:

- "X" = Failure or unsuccessful trial
- "-" = Pass

B. Instructions for the High Jump Judges

1. Instructions for the Chief High Jump Judge

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Pick up the event recording form from the Competition Secretary.
- ▶ Check the competition site and equipment (including the uprights, crossbars, landing mats, the approach area and the take-off area) for any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, and co-operation with adjacent events.
- ▶ Review the rules and regulations applicable to the event.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the "competition area" and advise same to both the competitors and the judges.
- ▶ Announce the order of competition ("jumping order").
- ▶ Supervise the warm-up period and enforce the rule about markers on the approach and take-off areas.
- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Announce the starting height and the increments by which the bar will be raised to the competitors.

- ▶ Inform the competitors in advance that you are invoking the “Time Limit Rule” (one minute) for a normal trial.
- ▶ Record the height at which each competitor will begin jumping.
- ▶ Line up the competitors in the order of competition for introductions, if required.

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the assistant judges carry out their duties expeditiously and efficiently.
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure each trial of each competitor is judged and recorded.
- ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
- ▶ Refer any immediate oral protests (see IAAF Rule 146) to the Referee.
- ▶ Supervise the measurement of each height and ensure the bar is correctly replaced.
- ▶ Verify measurements.
- ▶ Announce the new heights to the competitors.

Duties after the competition:

- ▶ Verify the finishing place and final height of each competitor.

- ▶ Sign the event recording form.
- ▶ Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.
- ▶ Ensure all equipment is returned to the proper place.

2. Instructions for Assistant High Jump Judges

- ▶ Arrive at least 45 minutes before the event is scheduled to begin.
- ▶ Report to the Chief Judge and receive your work assignment(s).
- ▶ Assist the Chief Judge (as requested) in checking the High Jump area and equipment.
- ▶ Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
- ▶ When the competition has concluded, assist in with the return of the equipment to the proper place.

3. Roles and duties

Depending on the number of judges available, the High Jump Judges, perhaps even including the Chief Judge, will be required to carry out one or more of the following roles and duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figure 12.1:

Bar Judge(s) [1/3] – Assist in determining whether a trial is successful or unsuccessful; replace the crossbar properly after each missed attempt; adjust the height of the cross bar to each new height; adjust the landing area if it moves.

Recorder [2] – Manually record or enter into the computer the results of each trial of each competitor;

call each competitor in the order of competition, placing the next competitor on standby at the same time; calculate the results at the end of the competition.

Time Clock Judge/Check Recorder [4] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [5] – Operate the manual scoreboard – before each trial, place the current height of the bar, trial number and current competitor's number on the board; as soon as possible after each trial, place an indication of whether the trial was a clear jump or failure.

“Athlete Control” Judge(s) [6] – Ensure competitors are ready for their next trial; monitor compliance with clothing rules; ensure competitors remain in the competition area; issue and supervise the use of run-up markers; escort competitors when they are permitted to leave the competition area.

Flag Judge [CJ] (often the Chief Judge) – Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful. (*Note: These duties may be combined with those of Judge [1].*)

4. Helpful hints for High Jump Judges

- ▶ Do not talk to the competitors or other persons when a competitor is ready to jump.
- ▶ The High Jump uprights should not be set less than 4.00m or more than 4.04m apart.
- ▶ The Field Event Referee is the only person allowed to move the competition site if the take-off or landing area have become unsatisfactory.
- ▶ Judges should be seated, if possible, especially when a competitor is ready to jump.
- ▶ Measurements shall be made from the ground to the lowest part of the upper side of the crossbar with a certified steel tape or bar (or EDM).
- ▶ A new height shall be measured before the competitors can attempt it and after any occasion when the bar supports are dislodged.
- ▶ There should always be a space of at least 1cm between the upright and the end of the crossbar.
- ▶ Never lower the crossbar once competition has

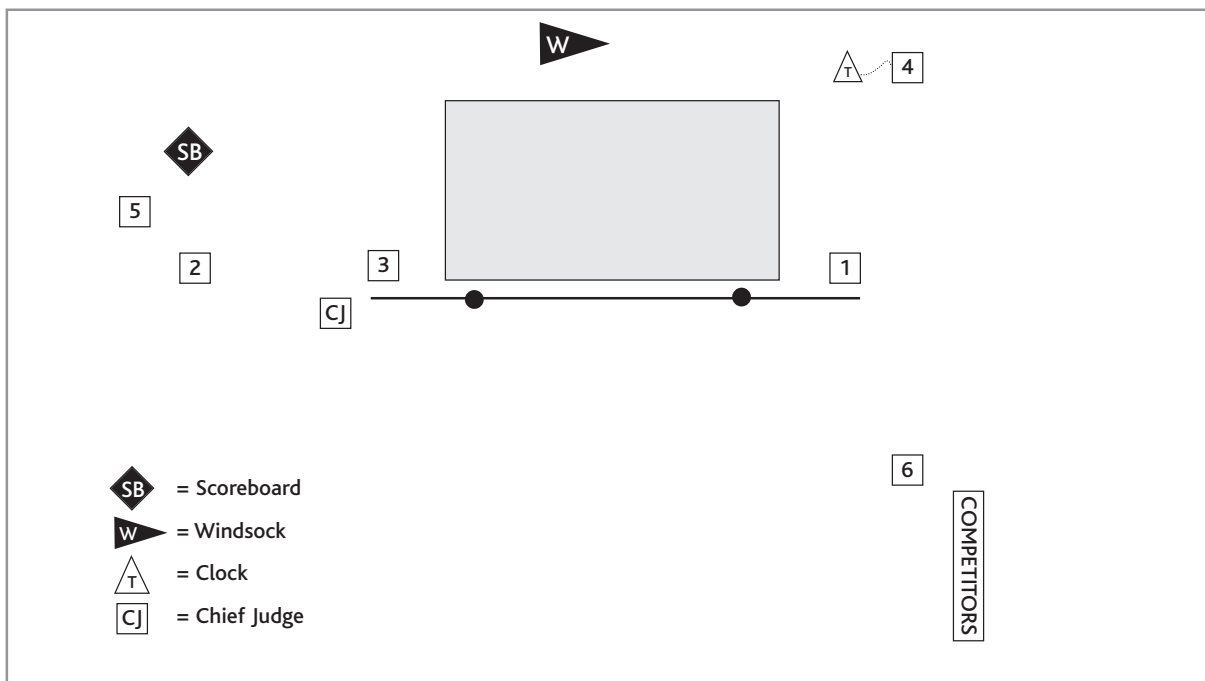


Figure 12.1 Positioning of High Jump Judges

started (except during a jump off for a tie for first place).

- ▶ Three consecutive failures eliminate a competitor from further competition.
- ▶ Competitors may place no more than two markers for their “approach” and “take-off”.
- ▶ Competitors shall not exceed the one minute allotted to complete a trial after his/her name has been called (two minutes if a competitor is taking consecutive trials) (*Note: There are different time limits when only two or three competitors remain.*)
- ▶ The time for a trial should commence when the event site is in order and the bar is correctly in place. It is not a question of when the athlete is ready, unless special circumstances apply.
- ▶ The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not there has been a successful attempt according to IAAF Rule 182.2.
- ▶ A pass at any time means that the competitor passes the height completely (a competitor, for instance, cannot pass the first attempt at a given height, then take the second attempt; he/she must wait until the next height).
- ▶ Competitors in the High Jump may be allowed to take a trial out of order, if competing in another event taking place at the same time.
- ▶ In the case of a record attempt, two High Jump Judges and the Field Event Referee shall witness the measurement of the height of the crossbar before the trial.
- ▶ Pick up the event recording form from the Competition Secretary.
- ▶ Check the competition site and equipment (including the uprights, crossbars, poles, landing mats, the runway, take-off area and box) for any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, and co-operation with adjacent events.
- ▶ Review the rules and regulations applicable to the event.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the “competition area” and advise same to both the competitors and the judges.
- ▶ Announce the order of competition (“jumping order”).
- ▶ Supervise the warm-up period.
- ▶ Enforce the rule about markers on the runway.
- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Announce the starting height and the increments by which the bar will be raised to the competitors.
- ▶ Inform the competitors in advance that you are invoking the “Time Limit Rule” (one minute) for a normal trial.

C. Instructions for the Pole Vault Judges

1. Instructions for the Chief Pole Vault Judge

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Record the height at which each competitor will begin jumping and their initial requests for upright positions.
- ▶ Line up the competitors in the order of competition for introductions, if required.

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the judges carry out their duties expeditiously and efficiently.
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure that the uprights have been placed in accordance with the wishes of the competitor before each trial.
- ▶ Ensure each trial of each competitor is judged and recorded.
- ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
- ▶ Refer any immediate oral protests (see IAAF Rule 146) to the Referee.
- ▶ Supervise the measurement of each height and ensure the bar is correctly replaced.
- ▶ Verify measurements.
- ▶ Announce the new heights to the competitors.

Duties after the competition:

- ▶ Verify the finishing place and final height of each competitor.
- ▶ Sign the event recording form.
- ▶ Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.
- ▶ Ensure all equipment is returned to the proper place.

2. Instructions for Assistant Pole Vault Judges

- ▶ Arrive at least 45 minutes before the event is scheduled to begin.
- ▶ Report to the Chief Judge and receive your work assignment(s).
- ▶ Assist the Chief Judge (as requested) in checking the Pole Vault area and equipment.
- ▶ Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
- ▶ When the competition has concluded, assist in returning the equipment to the proper place.

3. Roles and duties

Depending on the number of judges available, the Pole Vault Judges, perhaps even including the Chief Judge, will be required to carry out one or more of the following roles and duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figure 12.2:

Bar Judge(s) [1/3] – Assist in determining whether a trial is successful or unsuccessful; replace the crossbar properly after each missed attempt; adjust the height of the cross bar to each new height; adjust the landing area if it moves; “catch” the pole of the competitor (provided it is falling away from the crossbar); adjust the position of the uprights in accordance with the wishes of the competitor.

Recorder [2] – Manually record or enter into the computer the results of each trial of each competitor; call each competitor in the order of competition, placing the next competitor on standby at the same time; maintain a record of the position of the uprights desired by each competitor; calculate the results at the end of the competition.

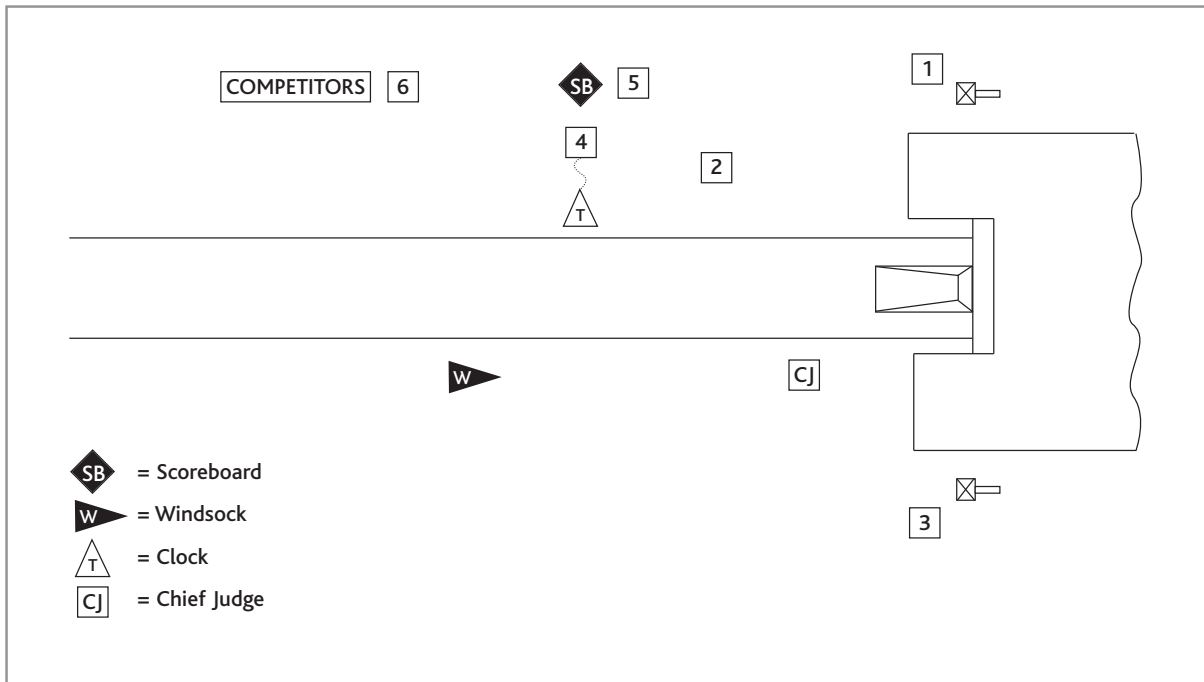


Figure 12.2 Positioning of Pole Vault Judges

Time Clock Judge/Check Recorder [4] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [5] – Operate the manual scoreboard – before each trial, place the current height of the bar, trial number and current competitor’s number on the board; as soon as possible after each trial, place an indication of whether the trial was a clear jump or failure.

“Athlete Control” Judge(s) [6] – Ensure competitors are ready for their next attempt; monitor compliance with clothing rules; ensure competitors remain in the competition area; issue and supervise runway markers; escort competitors when they are permitted to leave the competition area.

Flag Judge [CJ] (often the Chief Judge) –Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful. (*Note: these duties may be combined with those of Judge [1].*)

4. Helpful hints for Pole Vault Judges

- Do not talk to the competitors or other persons when a competitor is ready to jump.
- No marks are to be placed on the runway, but one or two markers per competitor may be placed alongside the runway.
- The Field Events Referee is the only person allowed to move the competition site if the take-off or landing area have become unsatisfactory. (*Note: The direction or site of the competition cannot be changed solely because of a change in wind direction.*)
- Judges should be seated, if possible, especially when a competitor is ready to jump.
- Measurements shall be made from the ground to the lowest part of the upper side of the crossbar with a certified steel tape or bar (or EDM).
- A new height shall be measured before the competitors can attempt it and after any occasion when the bar supports are dislodged.
- Competitors may have the uprights moved back (maximum 80cm).
- Appoint good crossbar replacers. (*Note: A crossbar replacement device can save a great deal of time.*)

- ▶ Never lower the crossbar once competition has started (except during a jump-off for a tie for first place)
- ▶ Three consecutive failures eliminate a competitor from further competition.
- ▶ The pole can be of unlimited size and weight. Each competitor furnishes his/her own poles (and a competitor, naturally, must not use another pole without receiving permission from the owner).
- ▶ Vaulting poles not in use should be stored in the rack and should not be lying around on the ground.
- ▶ Competitors must not exceed the one minute allotted to complete a trial after their name has been called (three minutes if a competitor is taking consecutive trials). (*Note: There are different time limits when only two or three competitors remain.*)
- ▶ The time for a trial should commence when the event site is in order and the bar and uprights are correctly in place. It is not a question of when the athlete is ready, unless special circumstances apply.
- ▶ The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not there has been a successful attempt according to IAAF Rule 183.2.
- ▶ Competitors are not allowed to move the lower hand above the upper hand or move the upper hand higher on the pole after leaving the ground.
- ▶ It is permissible for the pole to go under the bar on a successful trial.
- ▶ Competitors are permitted to use adhesive substance on their hands and poles, but may not wear gloves.
- ▶ A pass at any time means that the competitor passes the height completely (a competitor, for instance, cannot pass the first attempt at a given height, then take the second attempt; he/she must wait until the next height).
- ▶ Competitors in the Pole Vault may be allowed to take a trial out of order, if competing in another event taking place at the same time.
- ▶ In the case of a record attempt, two Pole Vault judges and the Field Events Referee shall witness the measurement of the height of the crossbar before the trial.

D. Instructions for the Long Jump and Triple Jump Judges

1. Instructions for the Chief Long Jump and Triple Jump Judges

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Pick up the recording event form from the Competition Secretary.
- ▶ Check the competition site and equipment (including the runway, take-off board, plasticine and pit) for any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, and co-operation with adjacent events.
- ▶ Review the rules and regulations applicable to the event.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the "competition area" and advise same to both the competitors and the judges.
- ▶ Announce the order of competition ("jumping order").
- ▶ Supervise the warm-up period.
- ▶ Enforce the rule about placement of markers near the runway.
- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Inform the competitors in advance that you are invoking the "Time Limit Rule" (one minute) for a normal trial.

- ▶ Line up the competitors in the order of competition for introductions, if required.

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the judges carry out their duties expeditiously and efficiently.
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure each trial of each competitor is judged and recorded.
- ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
- ▶ Supervise the measurement of each successful trial and any trial that is the subject of an immediate oral protests (see IAAF Rule 146).
- ▶ Refer any immediate oral protests to the Referee.
- ▶ Verify measurements.
- ▶ Ensure the pit crew has the sand smooth and level for each competitor.
- ▶ At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition. Similarly, reorder after round five in a six round competition.

Duties after the competition:

- ▶ Verify the finishing place and best distance of each competitor.

- ▶ Sign the event recording form.

- ▶ Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.

- ▶ Ensure all equipment is returned to the proper place.

2. Instructions for Assistant Long Jump and Triple Jump Judges

- ▶ Arrive at least 45 minutes before the event is scheduled to begin.
- ▶ Report to the Chief Judge and receive your work assignment(s).
- ▶ Assist the Chief Judge (as requested) in checking the competition area and equipment.
- ▶ Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
- ▶ When the competition has concluded, assist in returning the equipment to the proper place.

3. Roles and duties

Depending on the number of judges available, the Long Jump and Triple Jump Judges, perhaps even including the Chief Judge, will be required to carry out one or more of the following duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figures 12.3 and 12.4:

Board Judge [1] (often the Chief Judge) – Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful; read the measurement from the tape. (*Note: This duty will not be undertaken if EDM is used.*)

Landing Judge [2] – Place the measuring “spike” (or prism if EDM is used) and ensure the “zero” end of the tape remains at the nearest break in the sand made by the competitor’s body or limbs to the takeoff line or the takeoff line extended; assist in determining that each competitor has left the landing area validly.

Recorder [3] – Manually record or enter into the computer the results of each trial of each competitor; call each competitor in the order of competition, placing the next competitor on standby at the same time; calculate the results after three rounds, after round five and at the end of the competition.

Pit Judge(s) [4] – Keep the landing area smooth, level and free of any obstructions; keep the surrounding area tidy.

Wind Gauge Operator [5] – Operate the wind gauge and record all readings; report the results by raising a white flag (if the reading does not exceed the allowable limit) or a red flag (if it does)

Tape Judge [6] – Hold the “measurement” end of the tape through the board (*Note: This duty will not be*

undertaken if EDM is used.); assist in determining whether a trial is successful or unsuccessful; monitor the condition of the plasticine board and smooth or replace as necessary.

Time Clock Judge/Check Recorder [7] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [8] – Operate the manual scoreboard – before each trial, place the round number and current competitor’s number on the board; as soon as possible after each trial, place the distance achieved by the competitor.

“Athlete Control” Judge(s) [9] – Ensure competitors are ready for their next trial; monitor compliance with clothing rules; ensure competitors remain in the competition area; issue and supervise the use of runway markers; escort competitors when they are permitted to leave the competition area.

Chief Judge [CJ] – If not also acting as Board Judge [1], generally oversee the conduct of the event.

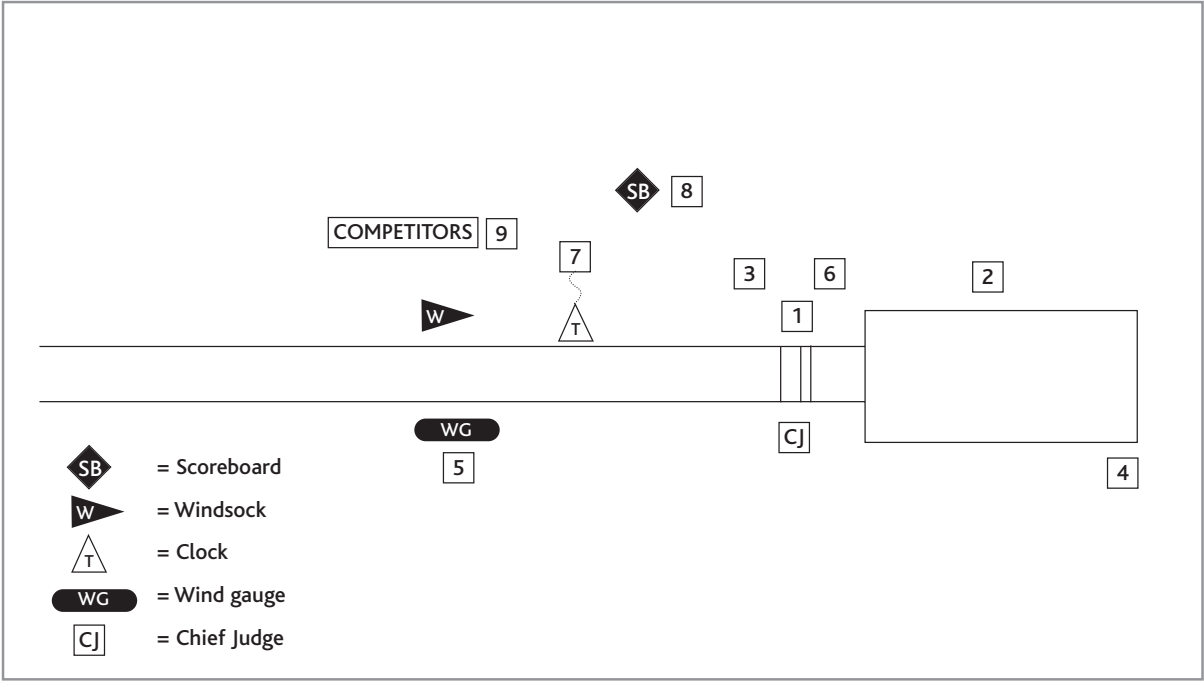


Figure 12.3 Positioning of Long Jump Judges

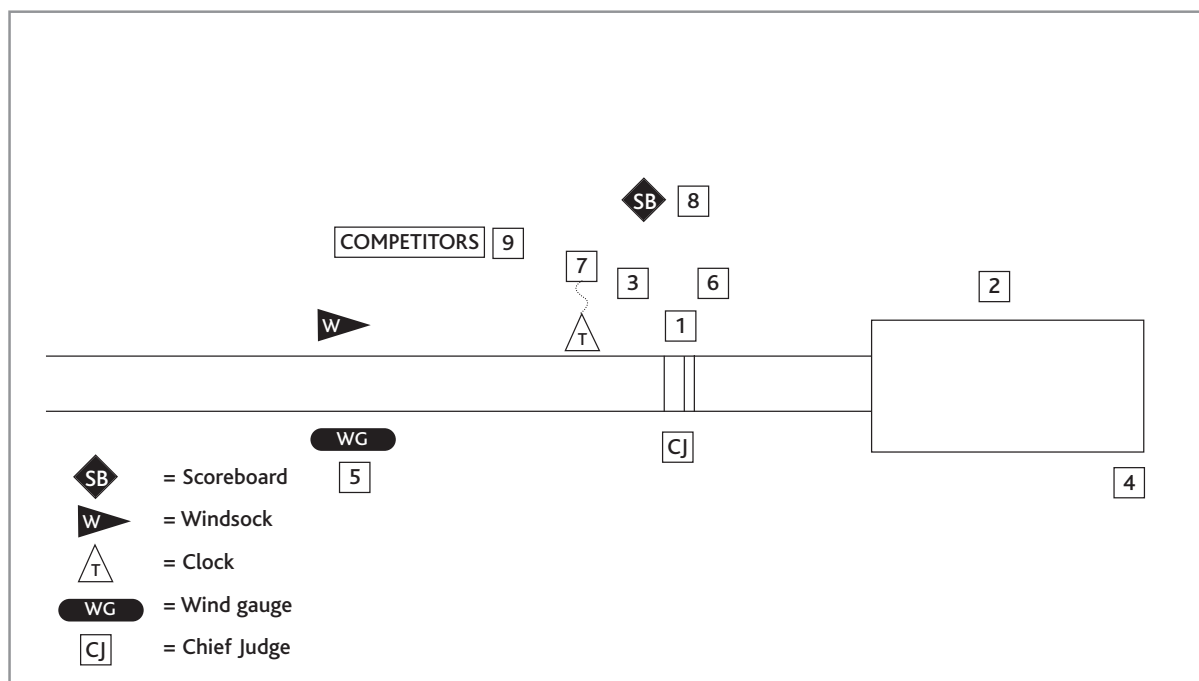


Figure 12.4 Positioning of Triple Jump Judges

4. Helpful hints for Long Jump/Triple Jump Judges

- Do not talk to the competitors or other persons when a competitor is ready to jump.
- A 50m tape can be stretched next to the runway during the warm-up and competition to assist the competitors in finding their marks.
- Judges should be seated, if possible, especially when each competitor is ready to jump.
- Competitors may not place marks on the runway or in the landing pit but they may place one or two markers next to the runway.
- It is a failure if a competitor touches or takes off from the ground beyond the take-off line with any part of his body. Whilst the plasticine is a helpful guide to indicate whether the competitor has done so, it is not necessary for a mark to be made if the judge is sure the competitor has touched the ground
- A competitor may not take off outside either end of the board. Some part of the shoe or foot must be in contact, or where the competitor takes off before the board, would have been in contact. (Provided this is the case, it is not a failure if only because an athlete takes off before reaching the board.)
- A competitor may not touch the ground outside the landing area before the first contact with the landing area
- It is a failure if the competitor, in the course of landing touches the ground outside the landing area closer to the take-off line than the nearest break in the sand
- On leaving the landing area, the competitor's first contact with the ground outside must not be at a point closer to the take-off line than the nearest break in the sand
- Somersaulting is not permitted whilst running up or jumping.
- Long Jump and Triple Jump competitors may be allowed to take a trial out of order, if competing in another event taking place at the same time.

- ▶ Competitors shall not exceed the one minute allotted to complete a trial after their name has been called (two minutes if a competitor is taking consecutive trials).
- ▶ The time for a trial should commence when the event site is in order and the sand in the pit has been levelled. It is not a question of when the athlete is ready, unless special circumstances apply.
- ▶ The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not the athlete has left the landing area in accordance with IAAF Rule 185.1.
- ▶ Record measurements to the lowest centimetre. Measurements should be taken perpendicularly from the nearest break in the landing area made by any part of the body to the take-off line. Where the break is not perpendicular to any part of the take-off line, then to the take-off line extended.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and then brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the “competition area” and advise same to both the competitors and the judges.
- ▶ Announce the order of competition (“throwing order”).
- ▶ Supervise the warm-up ensuring that warm-up throws are conducted safely (no spectators or non-competitors in the competition area and judges particularly alert) and in competition order.
- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Inform the competitors in advance that you are invoking the “Time Limit Rule” (one minute) for a normal trial.

E. Instructions for the Shot Put Judges

1. Instructions for the Chief Shot Put Judge

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Pick up the event recording form from the Competition Secretary.
- ▶ Check the competition site and equipment (including the circle, sector lines and landing area) for any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, and co-operation with adjacent events.
- ▶ Ensure the Technical Manager has checked and marked the implements as approved for competition.
- ▶ Review the rules and regulations applicable to the event.

- ▶ Line up the competitors in the order of competition for introductions, if required.

- ▶ Inspect any taping on fingers or hands (see IAAF Rule 187.4).

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the judges carry out their duties expeditiously and efficiently.
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas

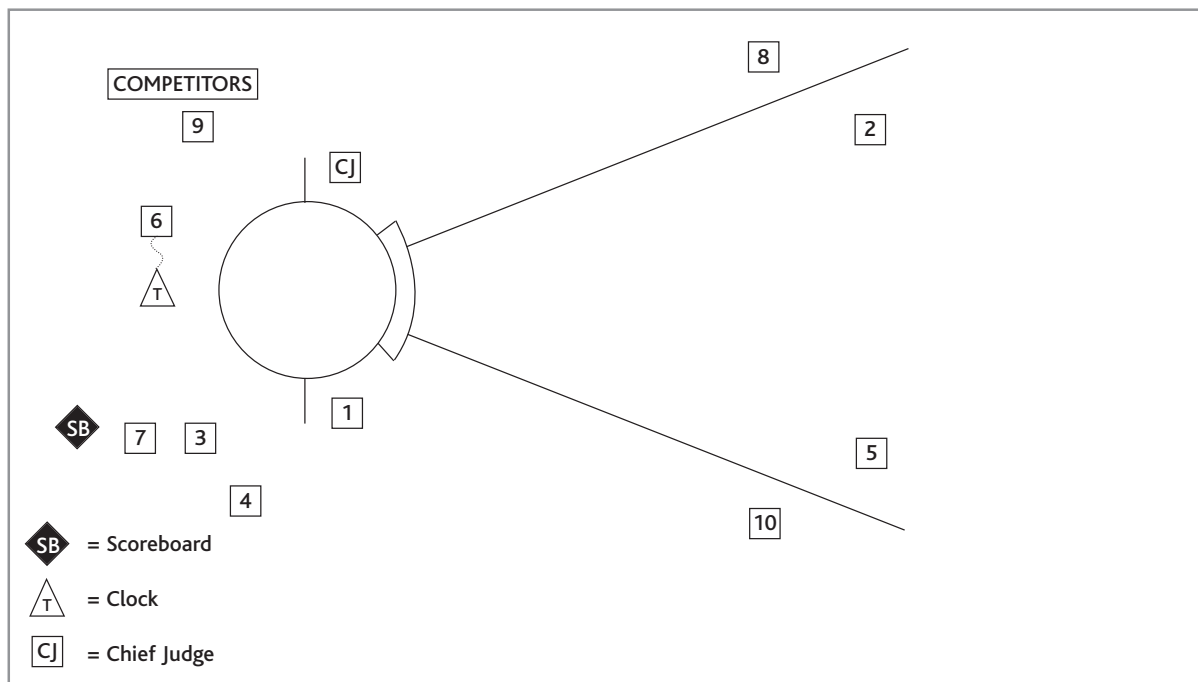


Figure 12.5 Positioning of Shot Put Judges

- ▶ Ensure each trial of each competitor is judged and recorded.
 - ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
 - ▶ Supervise the measurement of each successful trial and any trial that is the subject of an immediate oral protest (see IAAF Rule 146).
 - ▶ Refer any immediate oral protests to the Referee.
 - ▶ Verify measurements.
 - ▶ At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition. Similarly, re-order after round five in a six round competition.
- Duties after the competition:
- ▶ Verify the finishing place and distance of each competitor.
 - ▶ Sign the event recording form.
 - ▶ Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.
 - ▶ Ensure all equipment is returned to the proper place.
- ## 2. Instructions for Assistant Shot Put Judges
- ▶ Arrive at least 45 minutes before the event is scheduled to begin.
 - ▶ Report to Chief Judge and receive your work assignment(s).
 - ▶ Assist the Chief Judge (as requested) in checking the competition area and equipment.
 - ▶ Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
 - ▶ When the competition has concluded, assist in returning the equipment to the proper place.

3. Roles and duties

Depending on the number of judges available, the Shot Put Judges, perhaps even including the Chief Judge will be required to carry out one or more of the following duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figure 12.5:

Circle Judge [1] (often the Chief Judge) – Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful; read the measurement from the tape. (*Note: This duty will not be undertaken if EDM is used.*)

Landing Judge(s) [2/5] – Place the measuring “spike” (or prism if EDM is used) and ensure the “zero” end of the tape remains at the nearest mark to the circle made by the fall of the shot; assist in determining that the implement has landed in accordance with the rules and raise a red or white flag accordingly.

Recorder [3] – Manually record or enter into the computer the results of each trial of each competitor; call each competitor in throwing order, placing the next competitor on standby at the same time; calculate the results after three rounds, after round five and at the end of the competition.

Tape Judge [4] – Hold the “measurement” end of tape through to the centre of the circle (*Note: this duty will not be undertaken if EDM is used.*); assist in determining whether a trial is successful or unsuccessful; monitor the condition of circle and sweep or dry as necessary.

Time Clock Judge/Check Recorder [6] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [7] – Operate the manual scoreboard – before each trial, place the round number and the current competitor’s number on the board; as soon as possible after each trial, place the distance achieved by the competitor.

Side Markers Judge [8] – Place markers along the sector line to indicate the best throw of each competitor; assist with the return of the implements.

“Athlete Control” Judge(s) [9] – Ensure competitors are ready for their next trial; monitor compliance with clothing rules; ensure competitors remain in the competition area; escort competitors when they are permitted to leave competition area.

Implement Retriever(s) [10] – Pick up implements after each put and carry them back to the holding area.

Chief Judge [CJ] – If not also acting as circle judge [1], generally oversee the conduct of the event.

4. Helpful Hints For Shot Put Judges

- ▶ Do not talk to the competitors or other persons when a competitor is ready to put.
- ▶ The shot must fall within the sector lines.
- ▶ When the competitor takes his/her stance, the shot must be touching or close to the neck or chin.
- ▶ The shot shall not at any time drop behind the line of the shoulder during the put in the circle.
- ▶ Competitors must commence each trial from a stationary position inside the circle.
- ▶ Competitors must not leave the circle until the shot hits the ground.
- ▶ Competitors must leave the circle so that their first contact with the top of the iron band or the ground outside is completely behind the white lines drawn outside the circle. (*Note: There is no longer any requirement for competitors to be “under control.”*)
- ▶ It is illegal to use gloves when putting the shot.
- ▶ Taping two or more fingers together is not allowed. (*Note: Use of tape on the hand is not allowed except to cover an open cut or wound; wrist bandages are permitted.*)

- ▶ Competitors may wear a belt for the protection of their backs.
- ▶ Competitors are permitted to use a suitable substance on their hands or neck only in order to obtain a better grip.
- ▶ Competitors are not permitted to use any substance in the circle or under their shoes.
- ▶ Touching the top of the stop-board or any part of the area outside the circle while in the process of the put is a failure.
- ▶ In case of a record, impound the implement immediately for weighing and measuring.
- ▶ Shot Put competitors may be allowed to take a trial out of order, if competing in another event taking place at the same time.
- ▶ Competitors shall not exceed the one minute allotted to complete a trial after their name has been called (two minutes if a competitor is taking consecutive trials).
- ▶ The time for trial should commence when the event site is safe and in order and the implements returned from the previous trial. It is not a question of when the athlete is ready, unless special circumstances apply.
- ▶ The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not the athlete has left the circle in accordance with IAAF Rule 187.17.
- ▶ Record measurements to the lowest centimetre. Measurements should be taken from the nearest mark made by the fall of the shot to the inside edge of the iron band of the circle, along a line to the dot marking the centre of the circle.

F. Instructions for the Hammer Throw and Discus Throw Judges

1. Instructions for the Chief Hammer Throw and Discus Throw Judges

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Pick up the recording event form from the Competition Secretary.
- ▶ Check the competition site and equipment (including the cage, circle, sector lines and landing area) for safety and any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, co-operation with adjacent events.
- ▶ Ensure the Technical Manager has checked and marked the implements as approved for competition.
- ▶ Review the rules and regulations applicable to the event.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the “competition area” and advise same to both the competitors and the judges.
- ▶ Announce the order of competition (“throwing order”).
- ▶ Supervise the warm-up ensuring that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and judges particularly alert) and in competition order.

- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Inform the competitors in advance that you are invoking the “Time Limit Rule” (one minute) for a normal trial.
- ▶ Line up the competitors in the order of competition for introductions, if required.
- ▶ Inspect any gloves (hammer only) and any taping on fingers or hands (see IAAF Rule 187.4)
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas
- ▶ Ensure each trial of each competitor is judged and recorded.

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the judges carry out their duties expeditiously and efficiently.
- ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
- ▶ Supervise the measurement of each successful trial and any trial that is the subject of an immediate oral protests (see IAAF Rule 146).
- ▶ Refer any immediate oral protests to the Referee.
- ▶ Verify measurements.

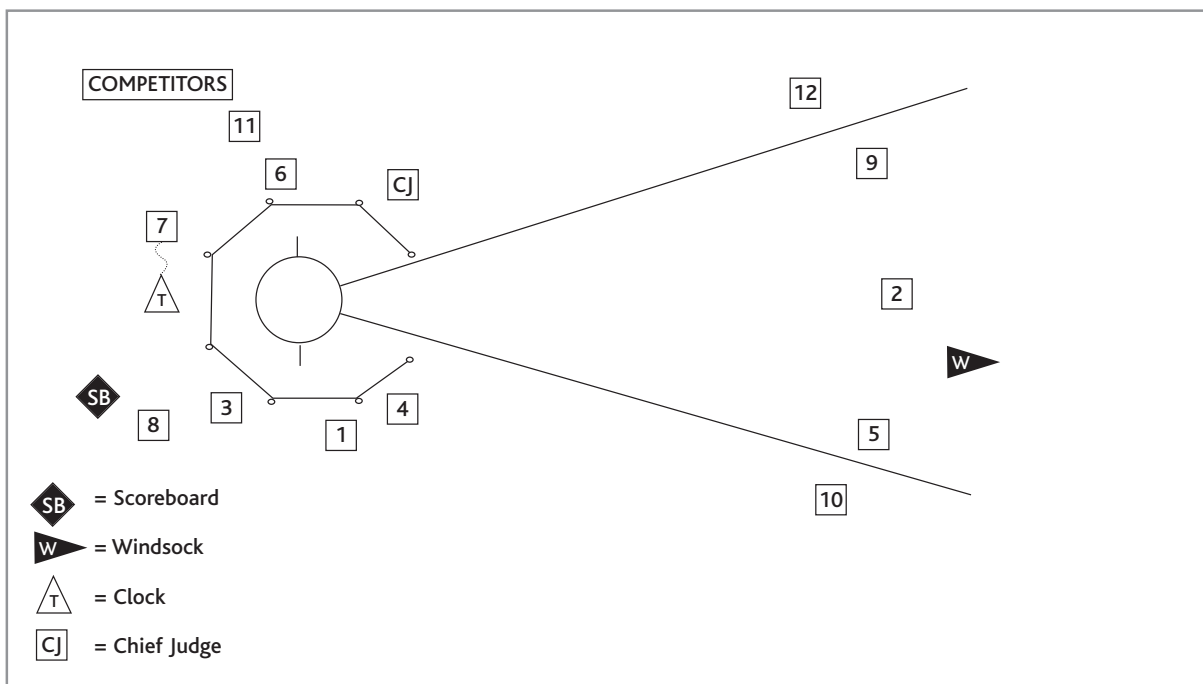


Figure 12.6 Positioning of Hammer Throw and Discus Throw Judges

- At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition. Similarly, re-order after round five of a six round competition.

Duties after the competition:

- Verify the finishing place and best distance of each competitor.
- Sign the event recording form.
- Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.
- Ensure all equipment is returned to the proper place.

2. Instructions for Assistant Hammer Throw and Discus Throw Judges

- Arrive at least 45 minutes before the event is scheduled to begin.
- Report to Chief Judge and receive your work assignment(s).
- Assist the Chief Judge (as requested) in checking the competition area and equipment.
- Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
- When the competition has concluded, assist in returning the equipment to the proper place

3. Roles and duties

Depending on the number of judges available, the Discus Throw and Hammer Throw Judges, perhaps even including the Chief Judge will be required to carry

out one or more of the following duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figure 12.6:

Circle Judge(s) [1/6] (often the Chief Judge) – Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful; read measurement from tape. (*Note: This duty will not be undertaken if EDM is used.*)

Landing Judge(s) [2/5/9] – Place the measuring “spike” (or prism if EDM is used), and ensure the “zero” end of the tape remains, at the nearest mark to the circle made by the fall of the hammer head or discus; assist in determining that the implement has landed in accordance with the rules and raise red or white flag accordingly.

Recorder [3] – manually record or enter into the computer the results of each trial of each competitor; call each competitor in throwing order, placing the next competitor on standby at the same time; calculate the results after three rounds, after round five and at the end of the competition.

Tape Judge [4] – Hold the “measurement” end of the tape through to the centre of the circle (*Note: This duty will not be undertaken if EDM is used.*); assist in determining whether a trial is successful or unsuccessful; monitor the condition of circle and sweep or dry as necessary.

Time Clock Judge/Check Recorder [7] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [8] – Operate the manual scoreboard – before each trial, place the round number and the current competitor’s number on the board; as soon as possible after each trial, place the distance achieved by the competitor.

Side Markers Judge [10] – Place markers along the sector line to indicate the best throw of each competitor; assist with the return of implements.

“Athlete Control” Judge(s) [11] – Ensure competitors are ready for their next attempt; monitor compliance with clothing rules; ensure competitors remain in the competition area; escort competitors when they are permitted to leave competition area.

Implement Retriever(s) [12] – Pick up implements after each throw and carry them back to the holding area.

Chief Judge [CJ] – If not also acting as circle judge [1], generally oversee the conduct of the event.

4. Helpful Hints for Discus and Hammer Throw Judges

- Do not talk to the competitors or other persons when a competitor is ready to throw.
 - The implement (discus or hammer head) must fall within the sector lines.
 - Competitors must commence each throw from a stationary position inside the circle.
 - Competitors must not leave the circle until the discus or hammer hits the ground.
 - Competitors must leave the circle so that their first contact with the top of the iron band or the ground outside is completely behind the white lines drawn outside the circle. (*Note: There is no longer any requirement for competitors to be “under control”.*)
 - It is illegal to use gloves when throwing the discus.
 - In case of a record, impound the implement immediately for weighing and measuring.
 - Taping two or more fingers together is not allowed. Use of tape on the hand is not allowed except to cover and open cut or wound. Wrist bandages are not permitted. In the Hammer Throw individual fingers may be taped.
 - If the hammer or discus hits the cage but then lands within the sector, it should not be regarded as a failure for that reason alone.
 - If the hammer breaks during a throw or whilst in the air, it does not count as a failure, provided all other aspects of the trial were in accordance with the rules.
 - Competitors may wear a belt for the protection of their backs.
 - Competitors are permitted to use a suitable substance on their hands only in order to obtain a better grip.
 - Competitors are not permitted to use any substance in the circle or under their shoes.
 - Discus Throw and Hammer Throw competitors may be allowed to take a trial out of order, if competing in another event taking place at the same time.
 - Competitors shall not exceed the one minute allotted to complete a trial after their name has been called (two minutes if a competitor is taking consecutive trials).
 - The time for trial should commence when the event site is safe and in order and the implements returned from the previous trial. In the case of the hammer the gates should also be correctly in position. It is not a question of when the athlete is ready, unless special circumstances apply.
 - The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not the athlete has left the circle in accordance with IAAF Rule 187.17.
 - Record measurements to the lowest centimetre. Measurements should be taken from the nearest mark made by the fall of the discus or hammer head (the wire and the handle of the hammer are to be ignored for this purpose) to the inside edge of the iron band of the circle, along a line to the dot marking the centre of the circle.

G. Instructions for the Javelin Throw Judges

1. Instructions for the Chief Javelin Throw Judge

Duties before the competition:

- ▶ Arrive at least 60 minutes before the event is scheduled to begin and report to the Meeting Manager or the Field Events Referee.
- ▶ Pick up the recording event form from the Competition Secretary.
- ▶ Check that all competition equipment and site (the runway, including the 8m “dot”, sector lines and landing area) for safety and any irregularities or deficiencies and whether they are set up in the best position, so far as is possible, for the athletes and judges, spectator and television viewing, and co-operation with adjacent events.
- ▶ Ensure the Technical Manager has checked and marked the implements as approved for competition.
- ▶ Review the rules and regulations applicable to the event.
- ▶ Assign the assistant judges their duties and areas of work, if this has not been done previously, and brief them.
- ▶ If the judges are to enter the arena together, marshal them in the assigned area before leading them out for the event.
- ▶ Define the “competition area” and advise same to both the competitors and the judges.
- ▶ Announce the order of competition (“throwing order”).
- ▶ Supervise the warm-up ensuring that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and judges particularly alert) and in competition order.

- ▶ Enforce the rule about placement of markers near the runway.
- ▶ Re-check in the competitors at least fifteen minutes before the scheduled starting time of the competition.
- ▶ Inform the competitors in advance that you are invoking the “Time Limit Rule” (one minute) for a normal trial.
- ▶ Line up the competitors in the order of competition for introductions, if required.
- ▶ Inspect any taping on fingers or hands (see IAAF Rule 187.4).

Duties during the competition:

- ▶ In conjunction with the Meeting Manager and Field Events Referee, ensure that the competition is conducted in accordance with the IAAF Rules and meeting regulations.
- ▶ Manage and supervise the event and ensure that the judges carry out their duties expeditiously and efficiently.
- ▶ Ensure the event site is maintained in a neat and tidy condition.
- ▶ Ensure competitors do not leave the competition area during the competition unless accompanied by a judge.
- ▶ Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.
- ▶ Ensure each trial of each competitor is judged and recorded.
- ▶ Determine whether trials are successful or failures and indicate with white or red flag as appropriate.
- ▶ Supervise the measurement of each successful trial and any trial that is the subject of an immediate oral protest (see IAAF Rule 146).

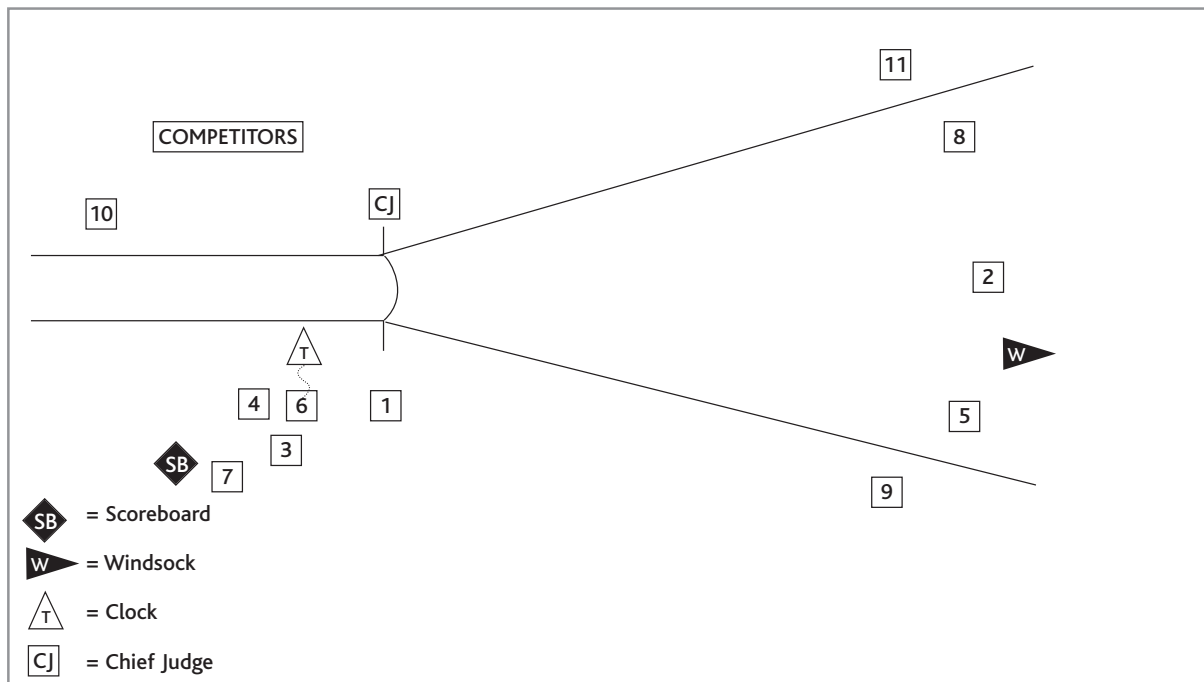


Figure 12.7 Positioning of Javelin Throw Judges

- Refer any immediate oral protests to the Referee.
- Verify measurements.
- At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition. Similarly, re-order after round five of a six round competition.

Duties after the competition:

- Verify the finishing place and best distance of each competitor.
- Sign the event recording form.
- Deliver the competitors to the point advised by the Meeting Manager and the recording sheets to the Competition Secretary.
- Ensure all equipment is returned to the proper place.

2. Instructions for Assistant Javelin Throw Judges

- Arrive at least 45 minutes before the event is scheduled to begin.
- Report to Chief Judge and receive your work assignment(s).
- Assist the Chief Judge (as requested) in checking the competition area and equipment.
- Assist (as requested) with general duties (including lining up the competitors for introductions, supervising the warm-up, escorting athletes to the toilet, delivering athletes post event, delivering the results) and help keep the competition area clear of spectators or unauthorised non-competitors.
- When the competition has concluded, assist in returning the equipment to the proper place

3. Roles and duties

Depending on the number of judges available, the Javelin Throw Judges, perhaps even including the Chief Judge will be required to carry out one or more of the following duties. The positions are numbered in accordance with the recommended order in which roles would be allocated if a full complement of judges were not available and are shown on Figure 12.7:

Runway Judge [1] (often the Chief Judge) – Indicate each successful trial by raising a white flag and each unsuccessful trial by raising a red flag; assist in determining whether a trial is successful or unsuccessful; read measurement from the tape. (*Note: This duty will not be undertaken if EDM is used.*)

Landing Judge(s) [2/5/8] – Place the measuring “spike” (or prism if EDM is used), and ensure the “zero” end of tape remains at the point where the tip of the javelin first struck the ground; assist in determining that the implement has landed in accordance with the rules and raise a red or white flag accordingly.

Recorder [3] – Manually record or enter into the computer the results of each trial of each competitor; call each competitor in throwing order, placing the next competitor on standby at the same time; calculate the results after three rounds, after round five and at the end of the competition.

Tape Judge [4] – Hold the “measurement” end of tape through to the centre of the runway (the 8m “dot”) (*Note: This duty will not be undertaken if EDM is used.*); assist in determining whether a trial is successful or a failure; monitor condition of the runway and sweep or dry as necessary.

Time Clock Judge/Check Recorder [6] – Manually record the results of each trial of each competitor separately and then verify with the Recorder; operate the time clock (or stop watch).

Scoreboard Judge [7] – Operate the manual scoreboard – before each trial, place the round number and the current competitor’s number on the board; as soon as possible after each trial, place the distance achieved by the competitor.

Side Markers Judge [9] – Place markers along sector line to indicate best throw of each competitor; assist with return of implements.

“Athlete Control” Judge(s) [10] – Ensure competitors are ready for their next attempt; monitor compliance with clothing rules; ensure competitors remain in the competition area; issue and supervise runway markers; escort competitors when they are permitted to leave competition area.

Implement Retriever(s) [11] – Pick up implements after each throw and carry them back to the holding area.

Chief Judge [CJ] – If not also acting as runway judge [1], generally oversee the conduct of the event.

4. Helpful Hints for Javelin Throw Judges

- Do not talk to the competitors or other persons when a competitor is ready to throw.
- The javelin must be thrown with an over-the-shoulder motion; it cannot be slung or hurled.
- To be recorded as a valid trial, the tip of the metal head must strike the ground before any other part of the javelin and it must fall within the sector lines.
- Competitors are not to leave the runway until the javelin has touched the ground.
- Competitors must leave the runway so that their first contact with the lines marking the runway or the ground outside is completely behind the white lines drawn outside the runway. (*Note: There is no longer any requirement for competitors to be “under control”.*)
- It is illegal to use gloves when throwing the javelin.
- In case of a record, impound the implement immediately for weighing and measuring.
- If the javelin breaks whilst in the air, it does not count as a failure, provided all other aspects of the trial were in accordance with the rules.

- ▶ Taping two or more fingers together is not allowed. Use of the tape on the hand is not allowed except to cover and open cut or wound. Wrist bandages are not permitted.
- ▶ Competitors may wear a belt for the protection of their backs and elbow protection.
- ▶ Competitors are permitted to use a suitable substance on their hands only in order to obtain a better grip.
- ▶ Javelin Throw competitors may be allowed to take a trial out of order, if competing in another event taking place at the same time.
- ▶ Competitors shall not exceed the one minute allotted to complete a trial after their name has been called (2 minutes if a competitor is taking consecutive trials).
- ▶ The time for a trial should commence when the event site is safe and in order and the implements returned from the previous trial. It is not a question of when the athlete is ready, unless special circumstances apply.
- ▶ The flag judge should not raise the white flag to indicate a valid trial until the trial is completed. A trial is regarded as completed when the flag judge determines whether or not the athlete has left the runway in accordance with IAAF Rule 187.17.
- ▶ Record measurements to the lowest centimetre. Measurements should be taken from where the tip of the javelin first strikes the ground to the inside edge of the arc, along a line to the dot eight metres further back on the runway.



Field Events Operation Basic Checklist

- | | |
|---|--|
| <input type="checkbox"/> General briefing information for field events officials prepared and distributed | <input type="checkbox"/> Triple Jump Judges briefed and assigned |
| <input type="checkbox"/> Field Events Referee briefed | <input type="checkbox"/> Wind Gauge Operators briefed |
| <input type="checkbox"/> Chief High Jump Judge briefed | <input type="checkbox"/> Chief Shot Put Judge briefed |
| <input type="checkbox"/> High Jump Judges briefed and assigned | <input type="checkbox"/> Shot Put Judges briefed and assigned |
| <input type="checkbox"/> Chief Pole Vault Judge briefed | <input type="checkbox"/> Chief Discus Throw Judge briefed |
| <input type="checkbox"/> Pole Vault Judges briefed and assigned | <input type="checkbox"/> Discus Throw Judges briefed and assigned |
| <input type="checkbox"/> Chief Long Jump Judge briefed | <input type="checkbox"/> Chief Hammer Throw Judge briefed |
| <input type="checkbox"/> Long Jump Judges briefed and assigned | <input type="checkbox"/> Hammer Throw Judges briefed and assigned |
| <input type="checkbox"/> Chief Triple Jump Judge briefed | <input type="checkbox"/> Chief Javelin Throw Judge briefed |
| | <input type="checkbox"/> Javelin Throw Judges briefed and assigned |

PART V

APPENDICES

APPENDIX I

NOTES ON SPONSORSHIP

Organisers of athletics meetings often depend on sponsors for the resources to make their event possible. The value of success in this area is so important that it justifies a good deal of an organiser's attention and time to make the relationship work. Because of the wide variety of possible circumstances and relationships, it is only possible to give general advice here as a guide for developing a sponsorship strategy.

A. Definition

With regard to athletics meetings, sponsorship can be defined as a relationship in which a company pays a meeting organiser for rights linked with a meeting in order to further its commercial aims.

Anything that might meet the needs of a sponsor can be defined as a right. Among the rights that sponsors are most interested in are:

- Linking their name with the name of the meeting
- Opportunities to get public and media exposure for their name and trademarks at the venue and on materials related to the meeting (on advertising boards, banners, athlete number bibs, etc.)
- Opportunities to entertain clients and VIPs at the meeting
- Opportunities to sell or give away samples of their product to those attending the meeting

As sponsorship will normally involve advertising at the venue, organisers should consult all the regulations governing the meeting. Organisers of meetings involving foreign athletes should consult IAAF Rule 8 and the IAAF booklet *Advertising Rules and Regulations* available from the IAAF website.

B. Finding a Sponsor

You cannot expect to get sponsorship from a company just by asking them. Whilst there are many companies using sports sponsorship as a part of their marketing or public relations strategies, there is an even larger number of individuals and organisations competing for sponsorship support. Planning, research, a professional approach and perseverance are required. The principles below provide a guide for approaching potential sponsors:

Understand sponsorship from the business point of view – Companies normally view sponsorship as an investment that will help them to sell their product. Exposure and a positive image are two important criteria for judging success. Even more important is a demonstrated increase in sales.

Plan ahead – Most companies commit budgets a year or more in advance. Allow time for your preparation and 12 months for the company to decide and prepare itself. Also, the further in advance a company agrees to sponsor your meeting, the greater the possibility to find ways to benefit from the association through other aspects of its marketing programme.

Know your rivals – Find out all you can about other organisations and events, both in and out of sport, which presently attract sponsorship. What are they offering and what price? Who are their sponsors? Do they use a professional consultant? What type of promotional materials do they have? How have they used the media to promote the sponsor's messages?

Know your potential sponsors – Research a list of potential sponsors. What are their products, how do they market them, what are their target markets, what sort of publicity do they normally go for? Seek out companies whose products or image can be associated with your meeting. Do not forget companies that are not already involved in sponsorship.

Identify your targets – Decide on your target companies and find out who makes their sponsorship decisions. In most cases, it will be the Marketing, Sales or Public Relations managers, but in smaller companies, it may be the Chief Executive or even the owner. Contact the decision maker directly and ask if they would mind receiving a written proposal.

Make your proposal – Written proposals should be sent with a personalised letter of introduction. The letter will be the first thing read and it is a key to success. First impressions are important and if you get off on the wrong foot your proposal may not even be read. (Proposals with duplicated or form letters normally go straight to the waste bin!)

Even if you have done your homework and made all the preparations, your proposal may still be turned down. Be realistic, there is a lot of competition for sponsorship so you must constantly think about ways you could improve your product or your proposal. If you have a good product and persevere, you will be successful.

C. Preparing a Sponsorship Proposal

One of the main objects of a sponsorship proposal is to secure a meeting where the details of a deal can be discussed. Therefore, a proposal should be brief, to the point and clear. Omit irrelevant information – a long proposal is less likely to be read.

A sponsorship proposal should contain the following elements:

Opening – start by presenting an opportunity to the company – make your statements positive. Outline how the company would benefit through the sponsorship. This is the most important part of the proposal – it shows the company why the project is worthwhile. Do not forget the date, who the proposal is from and for whom it is intended.

Request – Make it clear what you want. Do not underestimate the amount of money you are seeking, but at the same time be realistic about the value you are offering. Ask for the company's ideas and request a meeting. Remember: don't be shy, ask for what you want!

Background – Give details and appropriate statistics that could be useful – the number of spectators and athletes expected, the level of media coverage anticipated (particularly any television coverage that is confirmed or likely to be confirmed). Profiles of star athletes who will compete may be helpful. Include all relevant information, but be as succinct as possible.

Benefits – Spell out clearly what you can do for the company, the rights you have to offer. Give your ideas on publicity, opportunities for product sales, TV and other media coverage etc. Show how being associated with your meeting will enhance its image and provide it with value.

D. The Sponsorship Contract

Detailed contracts may not always seem to be necessary but 'sponsorship is business'. It is in everybody's interest to be clear about responsibilities and to be protected in case something goes wrong. A sponsorship contract, which can at its most basic be simply an exchange of letters detailing the agreement, should cover the following points:

Title – The name that will be used for the meeting.

Dates – The date of the meeting and any related activities, start and finish times and any "what if" possibilities.

Details – A description of the event.

Finance – The terms should include dates of payment and VAT (or equivalent) liabilities.

Rights and benefits – What the sponsor will receive, including boards, bibs, banners and other promotional material (i.e. how many, how big, size of sponsor's identification, who produces, when and who pays?).

Hospitality – Who will organise hospitality at the event, what is included and who will pay for it.

Display – The options for the sponsor to show goods or demonstrate services at the meeting venue.

Insurance – What obligations does the organiser have to insure the sponsor against cancellation of the meeting, damage or injury?

Termination – Ensure that there is a termination clause in the event of problems with the organisation of the meeting, or by the sponsor failing to keep its side of the bargain.

When negotiating a sponsorship contract it is important that you advise a sponsor to set aside money for its own promotion of the sponsorship. The sponsor must be active in achieving the intended result of the sponsorship. Normally, companies budget at least the same amount as the sponsorship. You can be sure that a sponsor which gives a large sum of money to your meeting without spending anything on its own activities will end up being unhappy with the sponsorship and will not renew the contract.

E. Servicing the Sponsor

Once a sponsorship contract is signed, every effort must be made to ensure that all obligations are met and that the sponsor is kept happy. Your job is to show the sponsor that you are working hard to promote the company's name, enhance its image and improve the sales of its product. Normally a person or team is assigned exclusively to this task.

Remember, it is easier to keep a sponsor happy than to find a new sponsor.

Ideas that may be helpful for keeping sponsors happy:

Launches – Arrange an official launch and major sponsorship announcement involving the Chief Executive or Managing Director of the sponsor. Invite top athletes and other celebrities to attend.

Know the personnel – Become well established with the company personnel involved with the sponsorship. Nothing succeeds like good personal relations. Ask their advice and when appropriate involve them in planning. Send 'thank you'

notes and personal letters advising them of interesting activities or developments in the sport. Make them look good in their organisation.

Keep the sponsor informed – Send the copies of all reports and other publications related to the meeting.

Market your meeting – Do everything you can to build up public interest in your meeting and at the same time attract attention to your sponsor.

Publicity Materials – Make sure that all press releases and reports mention the sponsor(s) by name. Do not use or send a photo to the media unless the sponsor's logo is visible.

Clippings – Send the sponsor copies of all press clippings and promotional materials and make sure to highlight any mention of the sponsor. Keep copies to include in a final report at the end of the contract and to show potential sponsors in the future.

Prize giving – Ask the top people in the sponsoring company to present the prizes.

Personal meetings – Offer top athletes for autograph and photo opportunities for the families of the sponsor's personnel.

Evaluate – Try to help the sponsor evaluate the result of their sponsorship. If possible subscribe to a market survey that measures the number of people who connect your meeting with the sponsor. If sponsors can see the figures improving during the sponsorship period they will be happy.

Thanks – You must thank your sponsors publicly and personally. Announcements during the meeting and in the meeting programme are essential. It is also important that a letter of thanks is sent to the right people in sponsor's company (the Chief Executive, the marketing personnel, etc.) within 10 days of the end of your meeting.

Final Report – A final report that addresses all the promises made in your presentation and obligations of the contract should be prepared. This is an important sales document as it may be a key factor in getting your sponsor to renew. The report should contain copies of all promotional materials and clippings related to the meeting. It should also contain any available statistical data pertaining to exposure or sales of the sponsor's product linked to the event. Planning for the production of the report should start at the beginning of the sponsorship relationship.

APPENDIX II

NOTES ON RISK MANAGEMENT

It is the responsibility of the organiser to ensure that the environment in which an athletics meeting takes place is safe and complies with all relevant statutory provisions. To discharge this duty of care it is necessary to develop and implement a risk management strategy. Such a strategy must cover the welfare of all groups of people involved in the meeting including athletes, competition officials, coaches, spectators, etc. In this section we discuss key considerations of risk management and provide generic risk assessment and control measures that are the core of a risk management strategy.

A. Definitions

1. Hazard

A hazard is something with the potential to cause harm to an individual. This can be an object, activity, substance or condition. Examples of potential hazards at an athletics meeting include:

Objects – javelin, discus, shot, hammer, hurdles, pole vault standards, running track, etc

Activities – running, jumping, throwing, walking, etc.

Substances – water in the water jump, rain, snow, ice, etc.

Conditions – temperature, humidity, wind, lightning, level of light

2. Risk

Risk expresses the likelihood that the harm from a potential hazard is realised. Risks are normally categorised as follows:

Low – no or minimal likelihood of injury or harm.

Medium – some likelihood of injury or harm.

High – significant likelihood of injury or harm.

B. Principles for Developing a Risk Management Strategy

1. What is Included

A risk management strategy will normally include the following:

- Collection and assessment of all relevant health and safety regulations.
- Identification of hazards, those who might be harmed and how they might be harmed
- Evaluation of the risk (low, medium, high)
- Assessment of precautions and control measures
- Recording of findings
- Implementation of agreed precautions and control measures
- Purchase of appropriate insurance cover
- Review and, if appropriate, revision of the strategy

2. Hazard Identification and Risk Evaluation

Figure I.1 illustrates the hazard identification and risk evaluation procedure. Note that only if all risk has been assessed as “low” should the competition be allowed to proceed.

3. Hazards

The following hazards are common for most athletic meetings and given here as a guide be considered in a risk management strategy:

Track:

- Track surface and kerb
- Starting blocks
- Hurdles
- Scoreboards, lapboard, bell
- Breakline (800 metres, 4x400 metres relay)
- Water Jump

Field :

- Scoreboards
- Run-up areas and surrounds
- Take off boards
- Vault box

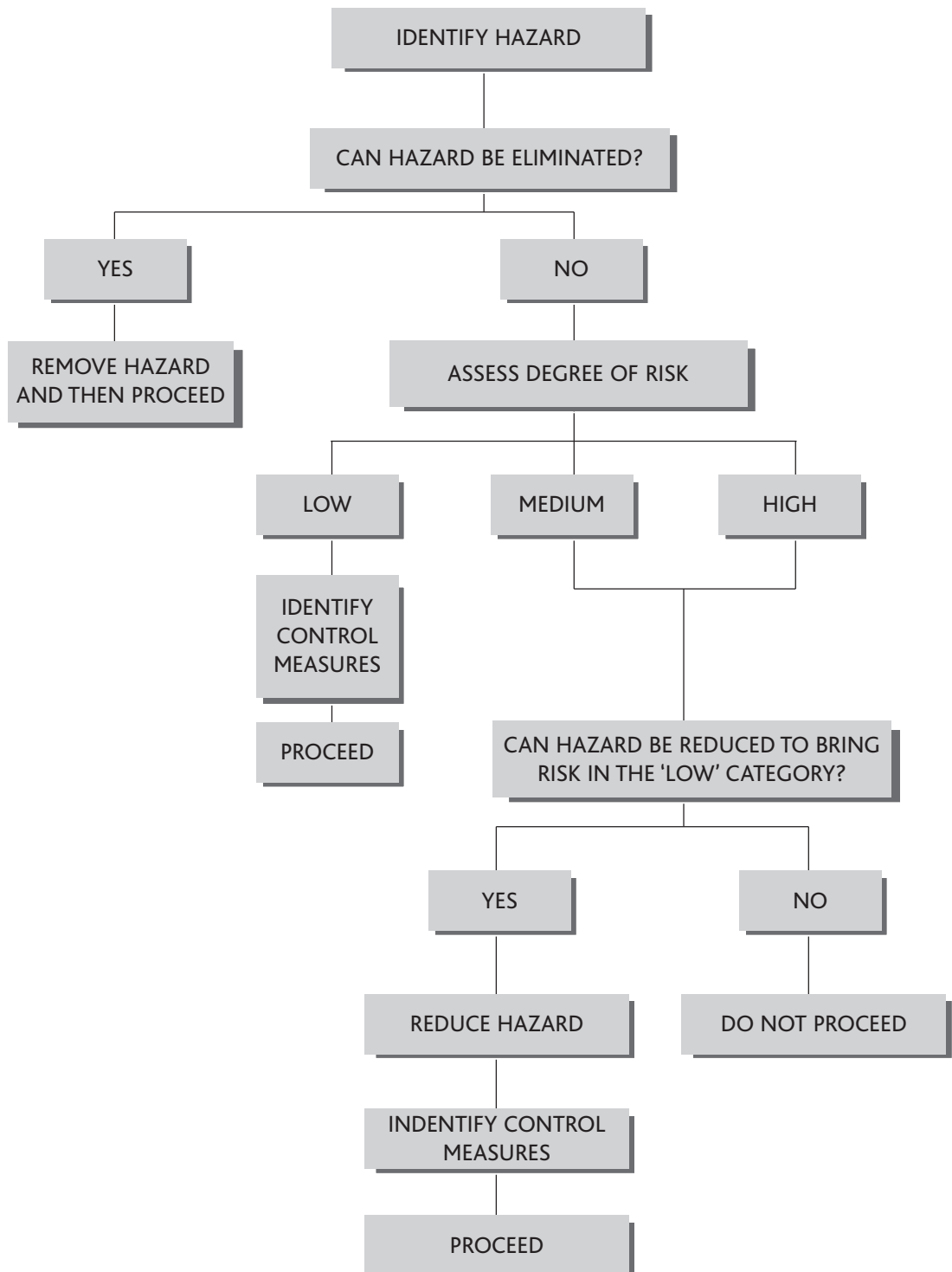


Figure II.1 Schematic outline of the hazard identification and risk evaluation procedure.

- Vaulting poles
- Standards and crossbars
- Landing pits and mats
- Throwing circles
- Throwing cage and gates
- Javelin runway
- Landing sectors
- Implements

General:

- Weather
- Time of day (level of light)
- Other athletes and officials (collisions on the track and in field event areas)
- Warm-up area
- Changing area
- Final warm-up procedures

Detailed generic hazard assessments and control measures are given in the Schedules.

A risk management strategy is best developed in co-ordination with health and safety authorities, the venue operator and other appropriate partners. It is important that the strategy is recorded for future reference and review.

C. Insurance

Meeting organisers should have sufficient insurance to cover eventualities for which they might be financially liable. These include:

- Public liability.
- Personal accident for athletes, officials and volunteers.
- Cancellation of the competition due to bad weather (in cases where there are sponsorship and broadcast contracts).

Insurance cover will involve a cost that must be budgeted for. The conditions and requirements of each policy should be carefully studied.

Schedule II. 1 Generic Risk Assessment – Track Events (General)

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Track	Athletes and Officials - Injury from slipping / tripping due to a synthetic track that is damaged or worn out, or from objects on the track	1) Inspect track regularly and ensure it is level, free of holes and adequately maintained. 3) Sweep track regularly to remove debris. 4) Encourage athletes to wear appropriate footwear. Control Measure Responsibilities: 1, 2, 3 Ground Staff 4 Athletes, Coaches, Officials
Officials and Other Athletes	Athletes - Injury from collisions with other persons	1) Make an announcement prior to the start of each event that it is about to take place. 2) Position Officials an adequate distance away from the start. Control Measure Responsibilities: 1, 2 Officials
Weather	Athletes and Officials – Injury from slipping on a wet synthetic track	1) Clean porous surface regularly to allow drainage. 2) Inspect track regularly during meetings in wet weather. Control Measure Responsibilities: 1 Ground Staff 2 Technical Manager, Officials <i>Note: Should the track become covered in ice the competition should cease, as the risk would increase to HIGH.</i>
Lighting conditions	Athletes - Injury from not being able to see other competitors, obstacles or dangers	1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials

ADDITIONAL POINTS FOR TRACK EVENTS

- 1) Areas of kerbing that have been moved to facilitate High Jump or Javelin should be placed in a safe area. They should be replaced immediately after the event is completed.
- 2) Cones or flags used to mark the edge of the track must be carefully positioned so as not to cause a tripping hazard for competitors.
- 3) Should there be a need for drinks to be provided during an event, the station should be positioned so as not to constitute a hazard to the competitors.

Schedule II.2 Generic Risk Assessment –100 metres, 200 metres, 400 metres

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Starting Blocks	Athletes - Injury from slipping / tripping due to worn / poorly maintained blocks or incorrect positioning of blocks	1) Inspect blocks regularly and ensure they are adequately maintained. 2) Inspect blocks before use. 3) Ensure blocks are firmly secured onto the track. Control Measure Responsibilities: 1 Ground Staff 2 Ground Staff, Technical Manager, Officials, Athletes 3 Athletes, Officials
Start	Athletes – Injury from collision with other competitors encroaching into their lane	1) Ensure blocks are correctly positioned in each lane. Control Measure Responsibilities: 1 Athletes, Officials

Schedule II.3 Generic Risk Assessment – 800 metres, 1500 metres, 3000 metres, 5000 metres, 10,000 metres

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Kerb	Athletes and Officials – Injury from slipping / tripping due to incorrect positioning of removed kerbing	1) Place sections of kerbing moved to facilitate Steeplechase, High Jump or Javelin in a safe area. They should be replaced after the event is completed. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials
Start	Athletes – Injury from collision with other competitors	1) Ensure that the number of competitors does not exceed capacity of the facilities or the limits set by the relevant rules. 2) Line up athletes in an orderly fashion. 3) Instruct athletes prior to the start of each race not to jostle or obstruct other competitors or impede their progress. Control Measure Responsibilities: 1, 2, 3 Officials
800m Break Line	Athletes – Injury from collision with other competitors	1) Ensure break line is clearly identified. 2) Remind athletes prior to the start of the race of the relevant rule. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials 2 Officials

Schedule II.4 Generic Risk Assessment –100/110 metres Hurdles, 400 metres Hurdles

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Starting Blocks	Athletes - Injury from slipping / tripping due to worn/poorly maintained blocks or incorrect positioning of blocks	1) Inspect blocks regularly and ensure they are adequately maintained. 2) Inspect blocks before use. 3) Ensure blocks are firmly secured onto the track. Control Measure Responsibilities: 1 Ground Staff 2 Ground Staff, Technical Manager, Officials, Athletes 3 Athletes, Officials
Start	Athletes – Injury from collision with other competitors encroaching into their lane	1) Ensure blocks are correctly positioned in each lane. Control Measure Responsibilities: 1 Athletes, Officials
Hurdles	Athletes – Injury from collision with defective or improperly set-up hurdles	1) Inspect hurdles regularly and ensure they are adequately maintained. 2) Inspect the mechanisms for a) fixing the hurdles at the required height, b), positioning the counter balance weight, immediately prior to use to ensure they are lubricated and in working order. 3) Set weight adjustable hurdles correctly. 4) Ensure hurdles are correctly placed in lanes. Control Measure Responsibilities: 1 Ground Staff 2, 3 Ground Staff, Technical Manager 4 Officials

Schedule II.5 Generic Risk Assessment –Steeplechase

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Kerb/Cones	Athletes and Officials – Injury from slipping/tripping on improperly placed kerbing or cones	<ol style="list-style-type: none"> 1) Ensure removable kerbs are in place, except for the approach to and exit from the water jump, with protruding edges and sections securely fixed down. 2) Use cones in the vicinity of the water jump to provide track edge markings until water jump comes into use. 3) Keep cones and removable kerbs safely away from athletes and Officials when not in use. <p>Control Measure Responsibilities: 1, 2, 3 Ground Staff, Technical Manager, Officials</p>
Start	Athletes – Injury from collision with other competitors	<ol style="list-style-type: none"> 1) Ensure that the number of competitors does not exceed capacity of the facilities or the limits set by the relevant rules. 2) Line up athletes in an orderly fashion. 3) Instruct athletes prior to the start of each race not to jostle or obstruct other competitors or impede their progress. 4) It is recommended that the first hurdle taken in the race should be at least 5m in width. <p>Control Measure Responsibilities: 1, 2, 3 Officials 4 Ground Staff, Technical Manager</p>
Barriers (Fixed & portable)	<p>Athletes – Injury from collision with defective or improperly set up barriers</p> <p>Officials, Ground Staff - Injury from incorrect handling / lifting of barriers</p>	<ol style="list-style-type: none"> 1) Inspect barriers regularly and ensure they are adequately maintained. 2) Check uprights of barriers for secure fixing (particularly check adjustable barriers for correct and secure fixing of adjusting pins) prior to use. 3) Check top rail of barriers for secure fixings and that the surfaces are not damaged prior to use. 4) Ensure barriers are correctly positioned. 5) Use safe manual handling practice when placing and removing barriers. <p>Control Measure Responsibilities: 1 Ground Staff 2, 3 Ground Staff, Technical Manager 4, 5 Ground Staff, Officials</p>
Water Jump	<p>Athletes – Injury, slipping / tripping on defective barrier or landing in unsafe water jump</p> <p>Athletes, Officials – Injury from stepping on exposed taps or infection from contact with contaminated water</p>	<ol style="list-style-type: none"> 1) Inspect barrier and landing area regularly and it is adequately maintained. 2) Check uprights of barrier for secure fixing (particularly check adjustable barriers for correct and secure fixing of adjusting pins) prior to use. 3) Check top rail of barrier for secure fixings and that the surfaces are not damaged prior to use. 4) Inspect lining material on bottom of water jump for splits, bubbles etc. and repair any defects prior to use. 5) Ensure water jump is full, i.e. water is level with track surface and free from debris (Keep the water jump empty except when in use). 6) Ensure water supply tap is concealed and covered. 7) Clean and disinfect water jump area when necessary. <p>Control Measure Responsibilities: 1, 2, 3, 4, 6, 7 Ground Staff 2, 3, 4, 5 Technical Manager, Officials</p>

Schedule II.6. Generic Risk Assessment – High Jump

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Run-up area (including track)	Athletes and Officials – Injury from slipping / tripping due to defective surface, or track kerbing being in the runway line	<ol style="list-style-type: none"> 1) Inspect run-up area regularly and ensure it is level, free of holes and adequately maintained. 2) Clean run-up area surface regularly to allow drainage. 3) Place sections of kerbing moved to facilitate High Jump or other events in a safe area (replace immediately after the event is completed). 4) Encourage athletes to wear appropriate footwear. <p>Control Measure Responsibilities: 1, 2, 3 Ground Staff 3 Ground Staff, Technical Manager, Officials 4 Athletes, Coaches, Officials</p>
Uprights	<p>Athletes and Officials – Injury from being struck by falling uprights</p> <p>Athletes – Injury from running into or landing on improperly set up or fallen uprights</p>	<ol style="list-style-type: none"> 1) Inspect uprights regularly and ensure they are adequately maintained. 2) Ensure clamping screws are lubricated and easily adjusted prior to use. 3) Ensure bases are stable and joined onto the upright prior to use. 4) Ensure cross bar supports face each other. 5) Ensure uprights are properly positioned during warm-up and competition. <p>Control Measure Responsibilities: 1 Ground Staff 2, 3, 4 Ground Staff, Technical Manager, Officials 5 Officials</p>
Crossbar	Athletes – Injury from splinters and sharp edges	<ol style="list-style-type: none"> 1) Ensure that only crossbars that conform to the relevant rules and specifications are used. 2) Inspect crossbars regularly and ensure they are adequately maintained. 3) Ensure crossbars are undamaged and free of splinters prior to and during competition. <p>Control Measure Responsibilities: 1, 2 Ground Staff, Technical Manager 3 Ground Staff, Technical Manager, Officials</p>
Surrounds	Athletes – Injury from falling onto a hard surface or objects	<ol style="list-style-type: none"> 1) Ensure any hard surface within 2m of the sides and rear of the landing mat is covered with an impact absorbing material. 2) Ensure no objects (such as scoreboards) are placed within 2m of the sides and rear of the landing mat. 3) Be aware of any raised surface or objects around the landing area. <p>Control Measure Responsibilities: 1, 2, 3 Ground Staff, Officials</p>

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Landing Mats	Athletes – Injury from defective, poorly maintained or incorrectly set up landing mats	<ol style="list-style-type: none"> 1) Ensure landing mat units are correct size and otherwise conform to the relevant rules and specifications. 2) Inspect landing mats regularly and ensure they are adequately maintained (with particular attention to impacted foam, tears and holes). 3) Ensure landing mat units are securely fastened together and are covered by an attached spike proof wear sheet prior to the start of the competition. 4) Ensure that where landing mats are placed on timber pallets or other objects, the relevant safety recommendations are followed. 5) Ensure that athletes do not wear jewellery or other objects that might damage the landing mats. <p>Control Measure Responsibilities: 1 Technical Manager 2, 3, 4 Ground Staff, Technical Manager, Officials 5 Athletes, Coaches, Officials</p>
Weather	<p>Athletes and Officials – Injury from slipping on wet run-up area</p> <p>Athletes – Injury from coldness and reduction in body temperature due to wet landing mat</p>	<ol style="list-style-type: none"> 1) Ensure run-up area surface is cleaned regularly to allow drainage. 2) Sweep run-up area during competition to remove any excess water, grit or debris. 3) Ensure landing mat is covered with a waterproof cover to prevent rain ingress. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager 2 Officials 3 Ground Staff, Technical Manager, Officials</p> <p><i>Note: Should run-up area become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>
Lighting conditions	Athletes - Injury from not being able to see event area layout, objects or other dangers	<ol style="list-style-type: none"> 1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials</p>
Warm-up / Competition	Athletes – Injury from collision with other competitors or from landing on jewellery or other personal objects	<ol style="list-style-type: none"> 1) Supervise all warm-up and competition jumps. 2) Ensure each athlete jumps in turn and does not encroach on the approach of other competitors whilst waiting his / her turn. 3) Ensure athletes whose approach runs conflict with other events are made aware of potential collisions. 4) Ensure athletes do not wear jewellery or other objects that might cause injury. <p>Control Measure Responsibilities: 1, 2, 3, 4 Officials</p>

Schedule II.7 Generic Risk Assessment – Pole Vault

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Runway	Athletes and Officials – Injury from slipping / tripping due to defective surface or objects on the runway	<ol style="list-style-type: none"> 1) Inspect runway regularly and ensure it level, free of holes and adequately maintained. 2) Clean runway surface regularly to allow drainage. 3) Ensure no obstructive check marks are placed on runway. 4) Ensure that measuring tapes do not encroach onto runway. 5) Encourage athletes to wear appropriate footwear. <p>Control Measure Responsibilities: 1, 2 Ground Staff 3, 4, 5 Athletes, Coaches, Officials</p>
Box	Athletes – Injury (and pole damage) due to defective box, box not flush with runway or incorrect back plate angle	<ol style="list-style-type: none"> 1) Ensure box conforms to relevant rules and specifications. 2) Inspect box regularly and ensure it is adequately maintained. <p>Control Measure Responsibilities: 1 Technical Manager, Officials 2 Ground Staff</p>
Uprights	Athletes, Officials – Injury from falling uprights, collision with uprights	<ol style="list-style-type: none"> 1) Inspect uprights regularly and ensure they are adequately maintained. 2) Ensure each upright base is well secured. 3) Ensure winders and lower section of uprights are protected with foam or similar padding. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager 2, 3 Ground Staff, Technical Manager, Officials</p>
Crossbar	Athletes – Injury from splinters and sharp edges	<ol style="list-style-type: none"> 1) Ensure that only crossbars that conform to relevant rules and specifications are used. 2) Inspect crossbars regularly and ensure they are adequately maintained. 3) Ensure crossbars are undamaged and free of splinters prior to and during competition. <p>Control Measure Responsibilities: 1, 2 Ground Staff, Technical Manager 3 Ground Staff, Technical Manager, Officials</p>
Surrounds	Athletes – Injury from falling on a hard surface or objects	<ol style="list-style-type: none"> 1) Ensure that the slope away around the box conforms to the relevant rules and specifications. 2) Ensure that any hard surface within 2m of the sides and rear of the landing mats is covered with an impact absorbing material. 3) Ensure that no objects (such as scoreboards) are placed within 2m of the sides and rear of the landing mats. 4) Be aware of any raised surface around landing area. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager 2, 3 Ground Staff, Technical Manager, Officials 4 Officials, Athletes</p>

Landing Mats	Athletes – Injury from defective, poorly maintained or incorrectly set up landing mats	<ol style="list-style-type: none"> 1) Ensure landing mat units are correct size and otherwise conform to the relevant rules and specifications. 2) Inspect landing mats regularly and ensure they are adequately maintained (with particular attention to impacted foam, tears and holes). 3) Ensure landing mat units are securely fastened together and are covered by an attached spike proof wear sheet prior to the start of the competition. 4) Ensure that where landing mats are placed on timber pallets or other objects, the relevant safety recommendations are followed. 5) Ensure landing mat is covered with a waterproof cover to prevent rain ingress in wet weather. 6) Ensure that athletes do not wear jewellery or other objects that might damage the landing mats. <p>Control Measure Responsibilities:</p> <ol style="list-style-type: none"> 1 Technical Manager 2, 3, 4, 5 Ground Staff, Technical Manager, Officials 6 Athletes, Coaches, Officials
Poles	Athletes, Officials – Injury from pole breaking or falling onto Officials	<ol style="list-style-type: none"> 1) Inspect poles regularly to check for damage. 2) Prevent poles dropping onto hard surfaces. 3) If possible, poles should be caught after each vault. 4) Be aware of falling poles. <p>Control Measure Responsibilities:</p> <ol style="list-style-type: none"> 1 Athletes and coaches 2, 3 Officials 4 Officials, Athletes
Weather	Athletes – Injury from slipping on wet surfaces, hands slipping from poles, missing the landing mats (due to high winds) or landing on wet mats	<ol style="list-style-type: none"> 1) Ensure runway surface is cleaned regularly to allow drainage. 2) Sweep runway during competition to remove any excess water, grit or debris. 3) Ensure that the athletes are competent enough to deal with the weather conditions. 4) Avoid vaulting into the wind if possible. <p>Control Measure Responsibilities:</p> <ol style="list-style-type: none"> 1 Ground Staff, Technical Manager 2, 4 Officials 3 Coaches, Officials <p><i>Note: Should runway become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>
Lighting Conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	<ol style="list-style-type: none"> 1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. <p>Control Measure Responsibilities:</p> <ol style="list-style-type: none"> 1 Ground Staff, Technical Manager, Officials
Warm-up / Competition	<p>Athletes – Injury from collision with other athletes</p> <p>Athletes, Officials – Injury from falling bar or falling onto bar</p>	<ol style="list-style-type: none"> 1) Supervise all warm-up and competition jumps. 2) Ensure runway is kept clear when athletes are about to start their approach. 3) Ensure each athlete jumps in turn. 4) Ensure athletes do not wear jewellery or other objects that might cause injury. 5) Be aware of falling cross bar. <p>Control Measure Responsibilities:</p> <ol style="list-style-type: none"> 1, 3 Officials 2, 4, 5 Athletes, Officials

Schedule II.8 Generic Risk Assessment – Long Jump/Triple Jump

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Runway	Athletes and Officials – Injury from slipping / tripping due to defective surface or objects on the runway	<ol style="list-style-type: none"> 1) Inspect runway regularly and ensure it is level, free of holes and adequately maintained. 2) Clean runway surface regularly to allow drainage. 3) Ensure no obstructive check marks are placed on runway. 4) Ensure that measuring tapes do not encroach onto runway. 5) Encourage athletes to wear appropriate footwear. <p>Control Measure Responsibilities: 1,2 Ground Staff, Technical Manager 3, 4, 5 Athletes, Coaches, Officials</p>
Take-off boards and blanking boards	<p>Athletes – Injury from slipping, tripping on inappropriate or defective take- off/blanking boards, slipping off top of plasticine insert blanking boards</p> <p>Officials – Injury from lifting ill-fitting, insert boards and blanking boards or use of incorrect lifting implements</p>	<ol style="list-style-type: none"> 1) Ensure that take-off board, plasticine insert board, and plasticine insert blanking boards conform to relevant rules and regulations (they should be made of wood or wood composite, soft enough so as to absorb the impact of spikes). 2) Ensure that insert boards and blanking boards are capable of being adjusted so as to be stable and level with runway. 3) Ensure that plasticine insert boards and plasticine insert blanking boards fit adequately without being too difficult to remove. 4) Ensure that board lifting implements are available and suitable for the purpose of lifting the boards. 5) Clean off insert board recesses. 6) Clean and grease adjustable bolts within recesses. 7) Clean and grease adjustable bolts on insert and blanking boards. <p>Control Measure Responsibilities: 1, 2, 3, 4, 5, 6, 7 Ground Staff, Technical Manager</p>
Surrounds	Athletes – Injury from falling on to hard surface or objects	<ol style="list-style-type: none"> 1) Ensure that any hard surface within 2m of the sides and rear of the landing area is covered with an impact absorbing material. 2) Ensure that no objects (such as scoreboards) are placed within 2m of the sides and rear of the landing area. 3) Be aware of any raised surface around landing area. <p>Control Measure Responsibilities: 1, 2 Ground Staff, Technical Manager, Officials 3 Officials, Athletes</p>
Landing Area	Athletes – Injury from landing on compacted sand, extraneous objects or concrete edging of landing area	<ol style="list-style-type: none"> 1) Ensure that only sand that will not cause injury to an athlete will be used. 2) Ensure that sand is dug over prior to the competition. 3) Check that landing area is free of dangerous extraneous material. 4) Ensure that the edges of the landing areas are covered with an impact absorbing material. 5) Ensure that there are no fixed barriers that could impede athletes exiting the landing area. 6) Clean and disinfect sand when necessary. 7) Ensure that the landing area is covered when not in use. 8) Rakes and brushes used for levelling and cleaning should be kept away from landing area and prongs of rakes should face the ground. <p>Control Measure Responsibilities: 1, 2, 3, 4, 5, 6, 7 Ground Staff, Technical Manager 1, 2, 3, 4, 5, 8 Officials</p>

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Weather	Athletes, Officials – Injury from slipping on wet surfaces	1) Ensure runway surface is cleaned regularly to allow drainage. 2) Sweep runway during competition to remove any excess water, grit or debris. Control Measure Responsibilities: 1 Ground Staff, Technical Manager 1, 2 Officials <i>Note: Should runway become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i>
Lighting conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials
Warm-up / Competition	Athletes – Injury from collision with other athletes	1) Supervise warm-up before competition. 2) Ensure runway is kept clear when athletes are about to start their approach. 3) Ensure each athlete jumps in turn. 4) Ensure athletes do not wear jewellery or other objects that might cause injury. Control Measure Responsibilities: 1, 3, 4 Officials 2, 4 Athletes, Officials

Schedule II.9 Generic Risk Assessment – Shot Put

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Circle	Athletes – Injury from slipping due to defective surface or materials in the circle; stepping on defective metal rim of circle or stop board	<ol style="list-style-type: none"> 1) Inspect circle regularly to ensure it is level, free of holes, worn or damaged areas, that the metal rim has no protrusion or shards of metal and that it is adequately maintained. 2) Inspect stop board regularly and ensure it is adequately maintained. 3) Ensure that the stop board is installed firmly and is stable. 4) Ensure that circle is free of dirt, grit and standing water during competition (sweep if necessary). <p>Control measure responsibilities: 1,2, 3 Ground Staff, Technical Manager 3, 4 Officials</p>
Implements	Athletes, Officials – Injury from handling a defective shot	<ol style="list-style-type: none"> 1) Check shots before the event and each throw to ensure they conform to the relevant rules and to ensure they are not damaged in such a way as to cause injury. 2) Ensure holes in sector are filled level with the ground (to avoid damage to shots). <p>Control measure responsibilities: 1 Ground Staff, Technical Manager, Officials, Athletes 2 Officials</p>
Weather	Athletes and Officials – Injury from slipping on wet surface	<ol style="list-style-type: none"> 1) Ensure circle surface and drains are cleaned regularly to allow drainage. 2) Sweep circle during competition to remove any excess water, grit or debris. 3) Provide coir mats for wiping shoes in wet weather. <p>Control Measure Responsibilities: 1 Ground Staff 3 Officials 4 Ground Staff, Technical Manager</p> <p><i>Note: Should circle become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>
Lighting conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	<ol style="list-style-type: none"> 1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials</p>
Warm-up / Competition	Athletes, Officials – Injury from being hit by a shot	<ol style="list-style-type: none"> 1) Ensure the central throwing area is roped off and access is controlled during warm-up and competition. 2) Supervise all warm-up and competition throws. 3) Ensure each athlete throws in turn and from the circle only. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials 2 Officials 3 Officials and Athletes</p>

ADDITIONAL POINTS FOR SHOT PUT

- 1) All Officials and Athletes in and near the competition area must be aware of the need for concentration at all times.
- 2) Practice throws are not allowed outside the circle.
- 3) Only Officials are allowed forward of the stopboard.
- 4) Officials forward of the stop board should stand outside the sector lines and always face the circle.
- 5) The shot must be returned by carrying and not throwing or rolling on the ground.

Schedule II.10

Generic Risk Assessment – Discus Throw

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Circle	Athletes – Injury from slipping due to defective surface or materials in the circle; stepping on defective metal rim of circle	<ol style="list-style-type: none"> 1) Inspect circle regularly to ensure it is level, free of holes, worn or damaged areas, that the metal rim has no protrusion or shards of metal and that it is adequately maintained. 2) Ensure that circle is free of dirt, grit and standing water during competition (sweep if necessary). <p>Control measure responsibilities: 1 Ground Staff 2 Officials</p>
Cage	Athletes, Officials, Spectators – discus escaping due to defective, poorly maintained or improperly set up cage	<ol style="list-style-type: none"> 1) Ensure that cage is constructed and erected in accordance with relevant rules and specifications. 2) Inspect cage regularly for damage to the net structure and ensure it is adequately maintained. 3) Secure or ballast netting at ground level as appropriate. 4) Ensure netting hangs vertically from gallows arms and is not tied to the uprights, particularly at the mouth. 5) Check that netting tension, when erected, has sufficient retardation and minimal bounce. 6) Ensure all Officials and Athletes maintain a safe distance from the netting. 7) Ensure that gates, where fitted, are correctly positioned for each throw (locked in the open position). <p>Control Measure Responsibilities: 1, 2 Ground Staff 3, 4, 5 Ground Staff, Technical Manager 6, 7 Officials</p>
Implements	Athletes, Officials – Injury from handling a defective discus	<ol style="list-style-type: none"> 1) Check discuses before the event and each throw to ensure they conform to the relevant rules, are not damaged in such a way as to cause injury and are adequately maintained. 2) Ensure holes in sector are filled level with the ground (to avoid damage to discuses). <p>Control measure responsibilities: 1 Ground Staff, Technical Manager, Officials, Athletes 2 Officials</p>
Weather	Athletes and Officials – Injury from slipping on wet surface	<ol style="list-style-type: none"> 1) Ensure circle surface and drains are cleaned regularly to allow drainage. 2) Sweep circle during competition to remove any excess water, grit or debris. 3) Provide coir mats for wiping shoes in wet weather <p>Control Measure Responsibilities: 1 Ground Staff 2 Officials 3 Ground Staff, Technical Manager</p> <p><i>Note: Should circle become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Lighting conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials
Warm-up / Competition	Athletes, Officials – Injury from being hit by a discus	1) Ensure the central throwing area is roped off and access is controlled during warm-up and competition. 2) Supervise all warm-up and competition throws. 3) Ensure each athlete throws in turn and from the circle only. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials 2 Officials 3 Officials and Athletes

ADDITIONAL POINTS FOR DISCUS THROW

- 1) All Officials and Athletes in and around the competition area must be aware of the need for concentration at all times.
- 2) Practice throws are not allowed outside the circle.
- 3) Only Officials are allowed forward of the throwing circle
- 4) During a trial, Officials must stand outside the sector lines facing the thrower.
- 5) When an athlete is within the cage or its mouth, a warning horn should be sounded to signify that a trial is about to begin.
- 6) Throws must not commence unless the supervisor signals it is safe to begin (it should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athlete that they may commence throwing.
- 7) Officials should not run to mark the landing point in wet, slippery conditions.
- 8) Discuses should be returned by hand only.
- 9) Check cord netting annually by removing one of the "telltale" lengths of cord and checking it to ensure the continued viability of the netting.

Schedule II.11 Generic Risk Assessment – Hammer Throw

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Circle	Athletes – Injury from slipping due to defective surface or materials in the circle; stepping on defective metal rim of circle	<ol style="list-style-type: none"> 1) Inspect circle regularly to ensure it is level, free of holes, worn or damaged areas, that the metal rim has no protrusion or shards of metal and that it is adequately maintained. 2) Ensure that circle is free of dirt, grit and standing water during competition (sweep if necessary). <p>Control measure responsibilities: 1 Ground Staff 2 Officials</p>
Cage	Athletes, Officials, Spectators – hammer escaping due to defective, poorly maintained or improperly set up cage	<ol style="list-style-type: none"> 1) Ensure that cage is constructed and erected in accordance with relevant rules and specifications. 2) Inspect cage regularly for damage to the net structure and ensure it is adequately maintained. 3) Check that the gates can move freely and be secured in both the open and closed positions. 4) Secure or ballast netting at ground level as appropriate. 5) Ensure netting hangs vertically from gallows arms and is not tied to the uprights, particularly at the mouth. 6) Check that netting tension, when erected, has sufficient retardation and minimal bounce. 7) Ensure all Officials and Athletes maintain a safe distance from the netting. 8) Ensure that gates are correctly positioned for left or right handed throwers and locked before each throw. <p>Control Measure Responsibilities: 1, 2 Ground Staff 3, 4, 5, 6 Ground Staff, Technical Manager 7, 8 Officials</p>
Implements	Athletes, Officials, Public – Injury from being struck due to failure of the hammer	<ol style="list-style-type: none"> 1) Check hammers before the event and at commencement of each throw to ensure they conform to rules and that they are serviceable, particularly the handle, the wire and the swivel assembly. <p>Control measure responsibilities: 1 Ground Staff, Technical Director, Officials, Athletes</p>
Gloves	Athletes – Injury to hands due to inadequate protection	<ol style="list-style-type: none"> 1) Ensure gloves, if worn, give adequate protection; alternatively if optional protection is used, it must provide sufficient protection and not become a hazard. <p>Control Measure Responsibilities: 1 Athletes, Coaches, Officials</p>
Weather	Athletes and Officials – Injury from slipping on wet surface	<ol style="list-style-type: none"> 1) Ensure circle surface and drains are cleaned regularly to allow drainage. 2) Sweep circle during competition to remove any excess water, grit or debris. 3) Provide coir mats for wiping shoes in wet weather. <p>Control Measure Responsibilities: 1 Ground Staff 2 Officials 3 Ground Staff, Technical Manager</p> <p><i>Note: Should circle become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Lighting conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials
Warm-up / Competition	Athletes, Officials – Injury from being hit by a hammer	1) Ensure the central throwing area is roped off and access is controlled during warm-up and competition. 2) Supervise all warm-up and competition throws. 3) Ensure each athlete throws in turn and from the circle only. Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials 2 Officials 3 Officials and Athletes

ADDITIONAL POINTS FOR HAMMER THROW

- 1) All Officials and Athletes in and around the competition area must be aware of the need for concentration at all times.
- 2) Practice throws are not allowed outside the circle.
- 3) Only Officials are allowed forward of the throwing circle
- 4) During a trial, Officials must stand outside the sector lines facing the thrower.
- 5) When an athlete is within the cage or its mouth, a warning horn should be sounded to signify that a trial is about to begin.
- 6) Throws must not commence unless the supervisor signals it is safe to begin (it should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athlete that they may commence throwing.
- 7) Officials should not run to mark the landing point in wet, slippery conditions.
- 8) Hammers should be returned by hand only.
- 9) Check cord netting annually by removing one of the "telltale" lengths of cord and checking it to ensure the continued viability

Schedule II.12 Generic Risk Assessment – Javelin Throw

HAZARD	WHO/ HOW AFFECTED	CONTROL MEASURES
Runway	Athletes and Officials – Injury from slipping / tripping due to defective surface or objects on the runway	<ol style="list-style-type: none"> 1) Inspect runway regularly and ensure it is level, free of holes and adequately maintained. 2) Clean runway surface regularly to allow drainage. 3) Ensure that where track kerbing is in the runway line, it is removed whilst the event is in progress. 4) Ensure no obstructive check marks are placed on runway. 5) Ensure that measuring tapes do not encroach onto runway. 6) Encourage athletes to wear appropriate footwear. <p>Control Measure Responsibilities: 1,2, Ground Staff, Technical Manager 3 Ground Staff, Technical Manager 4, 5, 6 Athletes, Coaches, Officials</p>
Implements	Athletes, Officials – Injury from handling or being struck by a defective javelin	<ol style="list-style-type: none"> 1) Check javelins before the event and at commencement of each throw to ensure they conform to rules and that they are serviceable, particularly the grip and profile. <p>Control measure responsibilities: 1 Ground Staff, Technical Director, Officials, Athletes</p>
Weather	Athletes, Officials – Injury from slipping on wet surfaces	<ol style="list-style-type: none"> 1 Ensure runway surface is cleaned regularly to allow drainage. 2) Sweep runway during competition to remove any excess water, grit or debris. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager 1, 2 Officials</p> <p><i>Note: Should runway become covered in snow / ice the competition should cease, as the risk would increase to HIGH.</i></p>
Llighting conditions	Athletes, Officials – Injury from not being able to see event area layout, objects or other dangers	<ol style="list-style-type: none"> 1) Ensure adequate flood lighting for meetings in hours of twilight or darkness. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials</p>
Warm-up / Competition	Athletes, Officials – Injury from being hit by a javelin	<ol style="list-style-type: none"> 1) Ensure the central throwing area is roped off and access is controlled during warm-up and competition. 2) Supervise all warm-up and competition throws. 3) Ensure each athlete throws in turn and from the runway only. <p>Control Measure Responsibilities: 1 Ground Staff, Technical Manager, Officials 2 Officials 3 Officials and Athletes</p>

ADDITIONAL POINTS FOR THE JAVELIN THROW

- 1) All Officials and Athletes in and around the competition area must be aware of the need for concentration at all times.
- 2) All throws must be from the runway and only in the direction of the sector.
- 3) Only Officials are allowed forward of the throwing line,
- 4) During a trial, Officials must stand outside the sector lines facing the thrower.
- 5) When an athlete is on the runway, a warning horn should be sounded to signify that a trial is about to begin.
- 6) Throws must not commence unless the supervisor signals it is safe to begin (it should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athlete that they may commence throwing.
- 7) Officials should not run to mark the landing point in wet, slippery conditions.
- 8) Javelins are to be returned after throwing by carrying vertically and not by throwing.
- 9) Track kerbing removed whilst the event is in progress should be placed in a safe area and replace at completion of the competition.

APPENDIX III

NOTES ON WORKING WITH VOLUNTEERS

It takes people to organise and stage an athletics meeting and for most meetings this means volunteers. Successful organisers recognise the importance of managing this valuable resource for their meeting and for the sport. Good volunteer management calls for a sensible, workable and practical policy. It will also require a reasonable commitment of time and financial resources to implement. Depending on the size and nature of the meeting, a volunteer policy can be developed by the Secretary, a Volunteer Co-ordinator or a Volunteer Service Team. In this section, we discuss the key considerations as guidance for developing such a policy.

A. Definition

A volunteer is a person who chooses to contribute their time, skills and experience for no payment. Volunteers receive a sense of satisfaction from achievement, acquire new friends with common interests, develop new skills and, most of the time, have fun.

B. Assessing the Meeting's Needs

Determining the human resource needs of your meeting is a key element of the planning process, which is covered in Chapter 1. If proper planning has been carried out, it should be easy to answer the following questions:

- What do you want to do?
- How are you going to do it?
- Who do you have available to do it?
- Who/what else (in terms of skills and experience) do you need and why do you need them to accomplish your plans?

The gap between who is available and who/what is needed provides the direction for your recruitment activities.

C. Position Description

When the needs of your meeting have been identified, descriptions of the positions to be filled can be developed. Few organisations would consider hiring a paid staff member without a job description, yet too rarely is this seen as important for volunteers. This attitude undervalues volunteers and undermines the effectiveness of the organisation.

Position descriptions facilitate recruitment as potential volunteers able to make an informed decision if they know exactly what they are being asked to do, what is involved and how they might benefit. They are also important project management tools as they can assist with the evaluation of meeting and planning for future meetings.

- Key elements of a position description include:
- Position title
- Purpose of the position
- Tasks required
- Responsibilities and authority of the position
- Time requirements
- Reporting relationship or position supervisor
- Monitoring, support and evaluation arrangements
- Benefits and possible rewards
- Whether any expenses will be met
- Safety and insurance arrangements

D. Recruitment

The aim of your recruiting activities is, of course to find the right people to carry out the tasks identified. However, you should also be making sure that your organisation is seen to be attractive by potential volunteers. This can start with everyone already involved '*talking up*' or speaking positively about your meeting and its aims.

Experience has shown that personal contact is by far the most successful method of recruitment, particularly for events that require less than 100 volunteers. Moreover, recruitment for specific needs, rather than general recruitment, is more likely to get a positive response.

The following points provide a useful approach for making a personal or direct contact with a potential volunteer:

- Know the nature of your meeting's needs, have the position description and be able to describe the job or task in some detail
- State the purpose of your visit or call immediately
- Describe your meeting and its aims
- Explain why the person you have approached is seen as a potential volunteer
- Describe the job and what is expected of the volunteer
- Explain the benefits and rewards of the job
- Secure a commitment

Ideally, everyone who is already a volunteer should have some obligation to recruit other volunteers using the technique described above. A meeting could double its volunteer force if each existing volunteer recruited just one additional person!

Although less direct (and sometimes more expensive), the following techniques are also useful approaches for reaching potential volunteers, particularly where large numbers will be required:

Speeches or presentations – To schools, service clubs, special interest groups.

Special events – Including competitions, exhibitions, training camps.

Printed material – Such as newsletters, pamphlets, community notice boards.

Displays – At fairs, shopping centres, railway stations.

Media appeals – Including newspaper ads, press releases, radio ads, television spots.

Schools and Colleges – Many schools and colleges have sport administration or physical education courses and are looking for opportunities to provide practical experience for students.

D. Orientation and Training

The orientation process begins with initial contact and continues until the volunteer is carrying out assigned duties effectively. How elaborate and time consuming the orientation activities will depend on your meeting, its size and nature, and on your volunteers and their experience, needs and expectations. The key elements of a volunteer orientation programme include:

- An enthusiastic welcome
- Full and honest information about the meeting
- A “Who’s Who” list of everyone involved in the meeting, their responsibilities and how they can be contacted
- A proper briefing and preparation by the Volunteer Coordinator or volunteer leaders, including a clear description of expectations
- An opportunity for the volunteer to get involved immediately

Many organisations focus the process by conducting orientation sessions to welcome new volunteers, introduce them to their fellow volunteers and explain the job or task to which they have been assigned. Other organisations employ a *buddy* system, where each new volunteer is linked with a more experienced volunteer who is available to answer questions and

provide guidance. This buddy is also in a good position to provide feedback to both the volunteer and the organisation.

For certain jobs or positions you may find that training may be needed for the individuals recruited. Training should aim at enhancing specific job skills and helping the volunteer adjust to new responsibilities. An effective training programme is also a strong motivator of volunteers.

Possibilities for training may exist with your national athletic federation (particularly for competition officials) or local educational institutions. It may be necessary to design a specific programme to meet the needs of your meeting. Skilled individuals within the sport or from other organisations are often extremely flattered and willing to provide training to others.

E. Retention and Recognition

Volunteers are extremely valuable and deserve considerable praise and thanks. Sadly, in our sport they seldom receive such rewards. The media and public pay tribute to elite athletes, but they forget to mention those who have made it all happen – the volunteers. From the meeting organisers point of view this is not only unfortunate, it is wasteful. It will be far easier for you to keep experienced volunteers than to recruit and train new ones.

Retention of volunteers begins with understanding and valuing what motivates them. People generally volunteer in order to satisfy personal needs. These needs may include:

- Using specialised skills
- Desire for challenge and personal growth
- Learning
- Feeling a part of something special or important
- Giving back for something they received from sport
- Public or community service
- A sense of belonging
- Meeting new friends
- Reducing loneliness
- Recognition and status

The key to retaining your volunteers is to identify and respond practically to what motivates them. For example to meet the need for social interaction, opportunities for meeting people in social settings can be used as a way to say thank you. Many meetings hold a post-event barbecue, dinner or party for volunteers.

To need for recognition or status, you can give public praise and the assurance that volunteers have made a significant contribution to the meeting. Ways you might use to recognise the contributions of volunteers include:

- A personal thank you letter
- T-shirt or other item of clothing, either as the meeting uniform or as a souvenir
- A recognition certificate or, for larger events, a commemorative medallion
- A thank you announcement in the meeting programme and or over the meeting's PA system
- Thanks in press releases
- Acknowledgement in reports
- Long service pins for those who have volunteered on a number of occasions
- Excellence awards
- A free entry ticket to the event for a family member or friend
- Free transport or car parking space

Finally, a vital aspect of retaining volunteers is to treat them right during the event. Considerations include:

Protection – Volunteers who need to be out in the hot sun or unpleasant weather should have the appropriate protection (umbrellas, hats, sunscreen, rain jackets) in addition to an event uniform.

Refreshments – Volunteers have access to drinks (tea, coffee, water and soft drinks) during the period they are on duty.

Food – Arrangements for a meal (such as a lunch voucher or boxed lunch) for each volunteer.

APPENDIX IV

NOTES ON WORKING WITH THE MEDIA

The media are capable of presenting an athletics meeting to their audiences and thus can be valuable marketing tool for organisers and their sponsors. It is important that organisers develop an understanding of how the media work and how to make best use of them. In this section we cover some basic points of working with the media that are applicable to most organisers.

A. Definition

For the purposes of these notes, the media include the written press (newspapers, magazines, news agencies) and broadcasters (television, radio), all of whom may also have a presence on the Internet. Media outlets can be classified as general interest or specialised; commercial or state-run; local or national or international. The job of the media is to disseminate information and images to their customers (readers, viewers, listeners).

B. Developing a Relationship with the Media

To do their job, the media require material that they believe will be of interest and value to their customers — and for each of the classifications listed the required material will be different. For the most part the media are looking for material that is:

- Newsworthy
- Timely
- Rigorously true
- Clear and concise
- High quality (i.e. images that can be broadcast or photos that can be reproduced)

Provided the material is what they require, the media are usually grateful for assistance in acquiring it. The point for smaller athletics meetings is to be prepared to supply results to appropriate media quickly, efficiently and in the required format. For organisers of larger meetings, the needs of the media provide an opportunity to put across their messages (as well as those of their sponsors) and generate interest.

Meeting organisers should be constantly thinking about ways to develop their relationship with the media. Practical tips for doing so include:

Build your understanding – Of the needs of different media outlets and what makes their job easier.

Know and be known – Visit the newsrooms of national and local media. Talk to editors, chief reporters and reporters likely to cover athletics. Get their email address and other contact details. Find out what they think of the sport and how communication could be improved, what their deadlines and slow news days are. Listen to their ideas.

Be available – Journalists should know at all times how to contact someone who can provide stock information (results, statistics, policy details, historical facts etc), answer straightforward questions and brief on the background to important issues. Never say you are too busy to provide information.

Conduct a media workshop – Invite key journalists from all media to discuss (do not lecture) the sport, your meeting, inside stories, issues and relationships. Invite your sponsors to attend. Be sure to provide lunch.

Prepare background information sheets – These should cover items such as the history of athletics and your meeting, top athlete profiles, records, information on your sponsors and other data. Be ready for when journalists request further information.

Invitations – Make sure journalists are invited to your meeting, media conferences, sponsors' events, etc. Be sure to invite photographers specifically.

Try to treat all media equally – Big stories should be released to all media at the same time. Alternate releasing other stories first between competing newspapers or between print media and broadcast.

C. Media Releases

The media release is the key to all media relations, but unfortunately many people do not recognise this importance. A media release is, in essence, a news story written by you rather than by the journalist. It informs the media of what is about to happen, is happening or has happened.

Journalists view media releases both positively and negatively. A real news story sent through a media release makes their job that much easier. Erroneous, misdirected or irrelevant material in a release creates a great deal of work for them, a negative reaction toward the sender and a lot of waste paper.

WHAT IS NEWSWORTHY?

Most media will be happy to disseminate almost any information . . . if you are willing to pay them to do so. This is called advertising. Although advertising can be an important communication tool for meeting organisers, there are other, more effective, ways of using the media that should also be considered.

News items are published free of charge. But what might seem important news to an organiser may be of little interest to a publisher or broadcaster. Trying to pass off information as news when it should be advertising is a bad idea and will cause problems in the long term.

News must be **newsworthy**. A newsworthy story is something that is unusual or appeals to a wide audience or both. Often what makes a story newsworthy is a special element or angle. Angles that are regularly used in sports stories include:

- Top performers (stars)
- Personalities from other fields (Music, Films & TV, politics, etc.)
- Confrontation
- Money

Involving one or more of these angles in a potential news story will increase the likelihood of media coverage

The successful media release attracts the journalist's attention and gives background to the story. It must be a newsworthy item and it must be presented in a format that allows for immediate use of the material. The following guidelines will be helpful:

1. Organisation

The most important part of a media release is the beginning. This lead should contain the essence of the story. It should involve six elements:

- Who is involved?
- What is happening?
- When is the time?
- Where did/does the action take place?
- Why – Possible reasons for the action or event?
- How did it happen?

The lead should be as concise as possible. One sentence is preferred, two paragraphs are the maximum.

Once the lead is written, provide the relevant details in descending order of importance. This allows the editor to cut the story to fit his space limitations and the reader to absorb the essence of the story by reading as little as the first paragraph.

2. News writing

The story should support and clarify the lead. The following guidelines should be followed:

Identify the main objective – Know the objective of the story from the start and keep the story focused on it.

Use simple sentences – This is best achieved through consistent use of the active voice.

Avoid 'dead' and 'wasted' words – be simple and explicit.

Avoid obscure jargon – Any words or expressions specific to the sport should be explained and/or written out. Jargon that is not understood gets in the way of communication.

Keep it clear – List, charts, tables should be used anytime there is a large block of similar data. Statistics and results are best presented in tabular form.

Keep it easy to read – Fewer sentences per paragraph are more restful to the eye and easier to read. If a paragraph has more than three sentences, it is probably too long.

3. Style

Style in this case does not refer to writing style, but to the particular publication's rules regarding spelling, punctuation, capitalisation, forms of address and so on. It is best to research the style of the intended publication and follow it – the closer the match the more likely it will be included.

4. Objectivity and attribution

The news story is supposedly an objective report. Opinion in news writing is the prerogative of the editors, not the reporters. A certain degree of subjectivity is inevitable. What to cover, what is reported, is obviously subjective. Beyond that, however, the report must be as objective as possible. It is very important to avoid the following:

Opinion as fact – Each statement in a news story, unless it is a fact, must be attributed to some source. If not the readers can assume it is the opinion of the reporter. There are several ways of attributing opinion:

- Use of “according to....” etc.
- The indirect quotation i.e. the person said approximately those words or meant them
- The direct quote

Loaded Words – These tend to compromise a reporter’s objectivity. Be aware of the connotations of words.

Opinionated Modifiers – Modifiers such as “worst possible”, “beautiful”, “perfect”, etc. tend to diminish journalistic objectivity. Avoid them. Let readers draw their own conclusions from your objective observations.

5. The mechanics of a media release

General:

- In most cases it is best to send a media release by email together with photo jpeg files.
- A one-line ‘deadline’ or summary of the content of the press release should appear in the email or above the body of the release if it is sent as an attached file. This helps draw the editor’s attention to the story.
- Indicate the end of the media release.
- At the bottom of the media release, include a reference. This is the person to whom the journalist is referred for further information. Include name, title, organisation, address and phone number.
- If you have sponsors, make sure their logos are displayed.

If your media outlet prefers to receive releases on paper:

- Use standard paper. Letterhead with sponsor logos should be used for the first page if available.
- Print (or type) on one side only. Double space each line.
- If the release is more than one page, write “continue” and the page number at the bottom.
- Each page of a media release should end with a complete paragraph.
- Use staples to fasten pages together. Paper-clipped pages can become separated.
- Releases printed on paper can be used for media conferences.

Release dates:

- Include a release date (and time if necessary). It provides a reference for terms like ‘today’.
- Study the various deadlines to ensure optimum delivery.

Follow-up

- Make sure the media has received your release by calling at a slow news time.
- An acknowledgement of the use of the release should be considered.

WHAT CAN GO WRONG?

According to one media source, 70% of all media releases do not achieve their objective of leading to publicity. The most common reasons for their failure include:

- The release was sent to the wrong publication or the wrong person
- The release was sent too late
- There was no identifiable source (name, address, telephone number)
- The information was incomplete
- The information was exaggerated
- The claims were unsubstantiated
- The release was too long
- The release was ridden with clichés
- The style was too literary

D. Media Conferences

An alternative to a media release is the media conference. You must, however, be careful when planning media conferences as incorrect use of this tool can be damaging to your relationship with the media. The following guidelines are useful:

1. When to call a media conference

Media conferences should be called only for extraordinary events. Routine announcements are best handled by media releases. Unless the story is newsworthy, a media conference is a waste of time for the journalist. The general rule for media conferences is simple; use them sparingly. If there is any doubt about whether to call a media conference, don’t call it.

There are two basic types of media conference; those called to announce some special news and those that are used to allow the media access to particularly newsworthy personalities. The publicist’s job in both these cases is to facilitate communication between a primary source, the authority on the announcement issue or the personality, and the media.

PHOTOGRAPHS

It is very useful to create a visual impression to go with any printed material provided to the media. Eye-catching photos are ideal for this purpose. Consider the following when providing photos to the media:

- Photos should be clear with high contrast (polaroid shots are not recommended).
- Photos should be provided electronically (as a jpeg file or other appropriate format) or, if this is not possible, as a glossy finish print.
- Prints sent by post should always include the name and telephone number of the photographer and the sender.
- Prints should be sent in an envelope with a rigid piece or cardboard to prevent creasing of the photo.
- Photos should be accompanied by a caption that briefly identifies the meeting, the date, the event and the people in the picture. For prints the caption should be typed on a piece of paper that is taped to the back of the photo.

A media conference should be called:

- The day before a light news day if your main target is newspapers
- On a light news day if the main target is television.

Determine press times and electronic media deadlines before setting a time for the conference. In most countries, the best time for a media conference is around noon..

2. Invitations

Mail out invitations to a media conference two weeks in advance if possible. Follow up invitations by telephone two to three days in advance. Written invitations should follow the format of a media release. Include precise travel directions to the media conference site.

3. Facilities

Consider the electrical requirements of television. Allow enough space for photographers, cameraman and radio equipment. Arrange a physical set up that allows all media access to the authority or personality. A simple head table set before a seated audience is good.

4. Media Kits

It is a good idea to provide media kits for any major announcement or event. The folder or briefcase can be plain or as fancy as you can afford. What is important is that it provides useful information. This information should include:

- A covering press release summarising the highlights of the speech
- The text of any prepared speeches
- A fact sheet – biographical data on all featured persons or events
- Photographs of personalities or action shots
- A schedule of events
- The identity and involvement of any sponsor
- General information

5. Audio-visual aids

Make sure the machines involved are available and functioning properly. Audio-visual materials are certainly aids in promoting a message, but generally do not take the place of personalities.

6. Duration

Keep introductions and speeches to a minimum. Allow the media to ask questions. When questions begin to wane or become repetitive, bring the formal part of the conference to a smart conclusion.

7. Refreshments

Refreshments are a good idea especially at a lunch-time conference. The necessity of having alcoholic beverages is questionable. It is not appropriate to serve alcoholic beverages where the guests of honour are under age.

8. Show some flair

Be imaginative, catch the media's attention, give them something they want to report.

9. Thank yous

Be sure to say thank you to everyone who helped and to those who came to the conference

E. Evaluating Media Coverage

It is important to monitor and evaluate your meeting's media coverage to see if your messages are being put in the way intended, to assess the quality of the media's work and to determine which material was used or not used and why?

The first step should be to maintain a daily record of the coverage. Key publications should be monitored and all articles related to meeting should be saved neatly. Clippings of written coverage should be put on a page – normally on article or articles on the same topic per page. The pages should be organised into files – one in chronological order and one by subject.

If radio or television broadcasts are a part of your meeting's coverage, these too should be monitored. A log should be kept of any programmes or mentions in the news, noting the time of broadcast, length of the item and the main points.

Points which should be considered when analysing media coverage include:

- How are materials that are supplied to the media used?
- Are there connections between your media activities and your other marketing efforts?
- What are the media and public perceptions of the meeting and the sport?
- Can the media coverage be used to demonstrate to sponsors and potential sponsors the level and quality of coverage that the meeting and they receive?

APPENDIX V

NOTES ON EVENTS OUTSIDE THE STADIUM

Athletics encompasses disciplines that by their nature are conducted outside the arena used for track and field meetings. Indeed, though they may be organised in conjunction with a track and field meeting, perhaps starting and finishing in the stadium, most of the time these races are organised independently. In this section, we outline the key considerations for planning these races as a brief guide for meeting organisers.

A. Selection of Venue

- Type of race – road races (including road relays), ultra marathons, cross country races, mountain races and race walking
- Suitability of terrain and surface
- Altitude gain (for mountain races)
- Number and standard of competitors
- Areas for start and finish (e.g. appropriate size and location)
- Suitability for specialised facilities (e.g. for television coverage)
- Suitability for spectators and spectator arrangements
- Necessary permissions (e.g. to closer roads for road races, to use private or public land for cross country and mountain races)
- Co-operation and liaison with relevant authorities

B. The Course

- Layout (e.g. “Point-to-Point”, “Out and Back”, “Loop”)
- Measurement
- Obstacles (for cross country races)
- Marking
- Crowd control
- Distance markers and clocks
- Personnel requirements (e.g. marshals, support staff, police)

C. The Start

- Starting area layout
- Starting gantry
- Warm-up area
- Call Room
- Toilets

- Athlete changing and tracksuit transport arrangements
- Water stations
- Entry and crowd control
- Starting system and procedures
- Personnel requirements

D. Drinking/Sponging and Refreshment Stations

- Number and spacing
- Layout
- Types of drinks
- Personnel requirements

E. The Finish

- Finish area layout (note that for large participation races more than one finish line may be required)
- Finish gantry
- Funnel system
- Finish line procedures
- Video recording
- Timing and results
- Toilets
- Water and refreshments

F. Health and Safety

- Season and climate implications
- First-aid arrangements (including delivery in mountain races)
- Monitoring of athletes in mountain races

G. Special Rules

- IAAF Rule 230 – Race Walking
- IAAF Rule 240 – Road Racing
- IAAF Rule 250 – Cross Country Races

H. Miscellaneous

- Competitor number bibs
- Environmental issues (particularly for cross country and mountain races)
- Rehearsals of start and finish line procedures
- Vehicles on the course (lead vehicles for road races, television vehicles, ambulances)
- Provisions for media (television, photographers, press)
- Arrangement for race walking judges
- Marketing and sponsorship services

Further details for organising and staging events outside the stadium are provided in the IAAF booklets *Distance Running Manual* and *The Judging of Race Walking*, which are available from the IAAF website.

APPENDIX VI

NOTES ON OFFICIALS

The events at an athletics meeting do not run themselves. Any country with a competition programme will need competition officials to conduct meetings properly and ensure that athletes have every chance of achieving their best performance in fair competition. In this section, we give an overview of the operation of an officials' programme and the preparation of competition officials. It is aimed primarily at the leaders of a national athletic federation but provides interesting insights for competition organisers.

A. Organisation

The activities and responsibilities of a competition officials' programme normally include:

- Maintaining an up-to-date list or database of qualified officials
- Operating a system for grading officials
- Operating a system for training and developing officials, including syllabus development, exams, organisation of courses
- Controlling assignments of officials to major competitions, including the administration of expenses
- Assisting clubs, regional associations and other relevant bodies with the development and operation of an appropriate system for assignment of officials to grass roots competitions
- Operating a system for recruiting, recognising and rewarding officials for their service to the sport

There are two main models for the organisation of a national officials programme:

An independent officiating body — with its own committee of management elected by the membership. There is close co-operation with the national athletic federation.

A federation officials committee — answerable to the council of the federation.

Increasingly, the second model is being adopted by federations as it provides for better co-ordination between officiating and the other activities of the federation. Whichever approach is adopted, it is important that the administrative function is efficient. There is also a need for accountability — those running the programme should regularly report to the

relevant committee and/or membership body. Finally, it is important that those running the programme have a sound understanding of current officiating practices and procedures.

B. Grading

Ideally, all competition officials at all meetings on all levels, from grass root to elite, will be of the highest standard and experience. The reality, of course, is that this will never happen and, in fact, at most meetings at least some of the officials will be gaining experience. A grading structure allows the federation to control this process and assists with assignments to national and international competitions as well as training courses or workshops.

Officiating positions that are normally graded include:

- Track Judges
- Field Judges
- Timekeepers/Photo Finish Judges
- Starters/Starters Assistants

The structure itself should be relatively simple and three grades are probably enough for most federations. It is tempting to make grades relate to the level of assignment that a technical official receives, for example local, regional and national. However, where there is a shortage of qualified officials, this could create more problems than it solves. It is best at first to relate the grades only to the official's level of development, as it will probably be necessary to use lower grade officials, supervised by upper grade officials, even at major competitions. Later on, when there are plenty of officials at each level, assignments can be based on the grade.

C. Development

1. Recruitment

As officials will start their development and work at the grass roots level there needs to be good co-ordination between the appropriate local level of organisation (clubs, schools, regional associations) and the national federation. The local level of organisation normally plays a key role in attracting potential technical officials into the programme but they must be properly prepared and supported by the federation. This means

The IAAF Technical Officials Grading Scheme

In an effort to ensure a uniformly high standard of officiating throughout its competition programme and help raise the quality of officiating at all levels of competition, the IAAF has developed a scheme for the grading and deployment of technical officials. It consists of the following three levels:

International Technical Official (ITO) – ITO is the highest level that a competition official can achieve in athletics. The main duty of an ITO is to assist local officials at IAAF events and the Olympic Games. ITO assignments are controlled by the IAAF. Attending and passing the IAAF TOECS Level II course and experience as an ATO are necessary pre-requisites for appointment to the ITO Panel.

Area Technical Official (ATO) – ATO is the highest level that a competition official can achieve within his/her Area. The specific duties, qualifications requirements and assignments of ATOs are controlled by the Area associations. Attending and passing the IAAF TOECS Level II course is a necessary pre-requisites for appointment to an ATO Panel.

National Technical Official (NTO) – NTO is the highest level that competition officials can achieve within their country. The specific duties, qualification and assignments are controlled by the relevant national federation, which may have any number of grades leading up to the NTO. The requirements set by national federations may include successful completion of a national officials course or an IAAF TOECS Level I course.

that all the information required (grading system, training opportunities, examination procedures, etc) is supplied in a usable form to those who will be in contact with recruits. The federation should also carefully consider suggestions that the local level of organisation make regarding the task.

Sources of potential technical officials include former athletes, parents of athletes, school teachers, physical education students at colleges and universities.

Methods for communicating to these groups include bulletin boards at clubs or educational institutions, articles or advertisements in newspapers and sports publications and announcements at athletic events.

2. Training

Once recruited, officials need training and experience to develop. Technical officials courses operated by the federation are a feature of most athletically developed countries. The federation's responsibility in this area will include the setting of a syllabus and examinations (written and practical) for the various levels of its grading structure and the organisation of courses. Most grading systems also include requirements for practical experience (measured in the number of meetings officiated or seasons worked), which means the federation will be responsible for setting these standards for each level and monitoring the work done.

To save time and effort, federations that have not previously had an officials training programme should contact their Area technical committee, their IAAF Regional Development Centre or the IAAF Member Services Department for more detailed descriptions of programmes that are already in place and can serve as models.

3. Retention

Because good technical officials can be hard to find and take a certain amount of time and effort to develop, every effort should be made to ensure that they serve the sport well into the future. To this end, federations should develop a strategy for retaining officials, including ideas for recognition and rewards. See Appendix III for a general discussion on working with volunteers. Some specific ideas that are applicable to technical officials include:

Thanks – Make it a tradition to publicly thank the technical officials at all meetings, from grass roots to elite. It is surprising how much this small gesture is appreciated.

Spread the assignments – Make sure that assignments to officiate at major competitions are spread fairly to all qualified officials. If people feel that it is the same group working at the important meetings year after year they will lose hope and find other activities where they can have the satisfaction of rising to the top.

International opportunities – Develop an international exchange programme in which a certain number of technical officials work at an important meeting in a neighbouring country and some of that country's officials work at an important meeting in your country. In addition to being a nice reward that the officials will look forward to, such a programme can be valuable in terms of gaining experience.

Updating – Conduct regular updating seminars or workshops to keep qualified officials aware of rule changes, new interpretations and developments in officiating, meeting

management, equipment and computer software. Bulletins and newsletters are also helpful for accomplishing these objectives.

D. The IAAF Technical Officials Education and Certification System

Recognising that the resources and effort involved in developing an education programme may be beyond capabilities on a national level, the IAAF has established a Technical Officials Education and Certification System (TOECS), which is available as a service to Member Federations.

The goal of the TOECS is to improve the level of athletics officiating all over the world, which means:

- Creating a basic level of officiating skills where nothing or a grass roots only situation exist
- Improving the level of officiating skills where a system is already in place

The operation of the TOECS is co-ordinated by the IAAF Member Services Department and the IAAF Regional Development Centres. The TOECS features standard learning materials and specifically trained lecturers for the following:

Level I – The objective of Level I is to provide the theoretical and practical training required to make them capable of officiating at national level competitions and at international competitions held within the country. Level I courses are also used to identify candidates for the position of NTO. Level I courses are organised by national federations and on request the IAAF will supply the necessary materials and certified lecturers. Participants who successfully complete approved courses receive an IAAF Level I Officiating Certificate.

Level II – The objective of Level II is to provide participants with the theoretical and practical training required to make them capable of officiating at any international competition. Level II courses are normally staged at the IAAF's Regional Development Centres. Participants who successfully complete the course receive an IAAF Level II Officiating Certificate, which makes them eligible for appointment to the position of ATO by the relevant Area association.

Level III – Every fourth year (in the year after the Olympic Summer Games) the IAAF invites current ITOs and a quota of ATOs to an evaluation. Following the evaluation, the ITO panel for the next four-year period is appointed.

Further information on the TOECS is available from the IAAF website.