



# Event Organisation Manual

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## Foreword

The need for this manual was identified by the Marketing Committee of the International Hockey Federation. We want to ensure that F.I.H. Events are planned in a professional and consistent manner.

We are also anxious to present our game in the best possible way and to assist organisers, regardless of their experience, to achieve that aim.

This manual represents the collective views of many individuals and organisations with experience in organising and running major sporting events, as well as expertise from other sports.

We recognise it is just a start – please tell us how its content and lay-out could be improved to give you and your fellow organisers even greater assistance.



Els van Breda Vriesman  
President  
International Hockey Federation (FIH)

## **Acknowledgements**

This manual is based on a manual prepared by the International Badminton Federation and, where applicable, adapted for Hockey.

The F.I.H. wishes to take this opportunity to thank the International Badminton Federation for allowing it to use their base document for our Federation.

## Introduction

The F.I.H. Event Organisation Manual forms a practical resource to assist the organisers of hockey events.

As well as providing a summary of all the areas that need attention in planning and running a major event, it supplies **detailed checklists** and a **methodology** for using those checklists to ensure that all the detailed arrangements for the event are proceeding on schedule.

The manual is in a sense a quality assurance control to enable hockey events to be staged in a consistent and high-quality way. The quality of the visible aspects of the event (stadium equipment, playing conditions, etc.) is covered, as well as the less visible aspects (transport, seating, accreditation, etc.).

Although written for event organisers, the F.I.H. Events Manager and Tournament Director of the event will also use the manual to keep in touch with the status of preparation, and as a personal review aid in the period immediately before the event.

*A quick glance at the size and detailed content of this manual may make you concerned about its usability. If so, please remember two things:*

- 1. It is only by documenting requirements in detail that we can consistently meet and achieve the quality of events we all seek.*
- 2. In practical use (see "Methodology") most individuals will deal with only one section, or at most a few sections, of the manual, and depending on the status and requirements of the event, not all actions may be necessary.*

Inevitably there will be omissions, or aspects of the layout or intended use that could be improved. Please tell us! To improve the manual we need comments and suggestions – preferably from experienced organisers and from those who have tried to use it "in anger". A feedback form is included for this purpose (page viii).

***Good luck with your event!***

## Methodology

As explained in the Introduction, this manual is intended not only to supply checklists, but also a methodology for using checklists to ensure that all the detailed arrangements for the event are proceeding on schedule.

The recommended **methodology** for use of this manual is as follows:

1. Appoint a single individual (the "Section Head"), who is to be responsible for each of the sections.

One individual may be responsible for more than one section, e.g. Hotels / Accommodation and Travel / Transport; or Drug Testing and Medical Services; or Seating, Ticketing / Accreditation, and Security / Health / Safety; or Catering and Functions / Meetings; or Protocol / Presentations / Ceremonies.

2. Each Section Head is responsible for ensuring the smooth operation of matters within the scope of his / her section, and within any budget agreed.

3. Each Section Head is therefore responsible for reviewing all checklist questions for the assigned section, and for each question:

- ☞ deciding if it is applicable to the event or not
- ☞ taking actions and decisions as required by applicable questions
- ☞ keeping a record of the status of the work for each question and, when believed complete, recording that completion to be able to progress to the organising committee (which may or may not consist of all Section Heads)
- ☞ highlighting to other Section Heads any matters they should be aware of, or requesting information or decisions that affect the area of responsibility
- ☞ drawing to the attention of the organising committee any:
  - lack of progress by a required deadline
  - risks that will arise from decisions taken
  - need to modify an agreed budget.

4. The overall event organiser should keep in regular contact with each Section Head to understand the status of progress for each section. Group meetings should only be used when they are the most effective and efficient method for such contact. Bilateral meetings between the overall event organiser and each Section Head should be the norm.







## Section 1

### Planning / Organisation

#### Scope

This section covers structuring the organising committee for maximum effectiveness in planning and running the event. This implies the definition of clear responsibilities, control of progress and good communication, all of which are covered.

#### Purpose

To ensure that those with responsibility for organising and running the event are clear on their respective responsibilities, understand the scope of their authority in financial and contractual matters, and appreciate the importance of good communication with others both on items of mutual concern and on progress in their own area.

#### Checklist

- |     |    |   |
|-----|----|---|
| 1.1 | -1 | Has an organising committee for the event been formed?  |
| 1.2 | -2 | Have Section Heads been appointed for each area described in this manual?   |
| 1.3 | -3 | Has an organisational chart been developed and given to the organising committee, to each section Head and the F.I.H. Events Manager?   |
| 1.4 | -4 | Has a "kick-off" meeting been held for all Section Heads?   |
| 1.5 |    | Has a schedule of progress review meetings been established and published?  |
| 1.6 | -5 | Has a method been decided of keeping Section Heads informed of progress?  |
| 1.7 | -6 | Do the objectives for the event include a plan to use it as a platform for the development of hockey before / during / after the event? |

#### Notes

- 1 This committee should be relatively small in number, and consist of people with the time and energy that will be necessary to plan and run the event. They should also have good motivational skills and experience of an event of this size or at least of ones approaching it in size.

It is often valuable to have a representative of the main sponsor as a member of the committee. This allows the sponsor to feel more involved; is less likely to lose interest (or even withdraw); can often provide resources or expertise at no cost; can appreciate much more readily the value of volunteer effort to the event's success; and is more able to place a value on its sponsorship efforts.

- 2 This needs to be done as early as possible, even if for some sections the vast bulk of the work will take place during the event itself. It cannot be stressed strongly enough that the selection of Section Heads is of crucial importance. Each Head should ideally have shown capability in the allocated area at some previous, possibly smaller, event. They should be enthusiastic, motivated and capable of motivating others. Section Heads should not be appointed simply of positions they hold in local or national hockey organisations. Capability for the job is the key factor – even if that means recruiting people who have no hockey background.
- One person can be the head for more than one section if in the organisation of this event that makes particular sense, e.g. someone in charge of Travel / Transport and Hotels / Accommodation, or Catering and Functions / Meetings.
- 3 This enables everyone to understand who has responsibility for each area: this may prove valuable in facilitating cross-section communication.

- 4 The purposes of this meeting are:
- ☞ for the organising committee to communicate their “vision” for the event and enthuse Section Heads to work towards that vision. A vision is a picture of what the event will be like, and that can be created in the minds of all the volunteers, and particularly Section Heads. The vision should be exciting and motivating. It should encompass the style in which the event will be staged, the benefits for hockey that will follow from the event, the return for the sponsors, etc.
  - ☞ for Section Heads to meet each other (this can be facilitated by not having the whole meeting as a formal one, but rather as an informal party, and tasking each Section Head to talk at the meeting to all others whom they have not met before
  - ☞ to generate a team spirit
  - ☞ to answer questions from Section Heads, e.g. on areas of potential overlap of responsibility
  - ☞ to introduce this manual and its contents to each Section Head and explain how it should be used
  - ☞ to discuss financial control matters and budgets, and to explain the need for control on all contracts.
- 5 Regular meetings are often not the best way of handling this communication. (Section Heads should not automatically assume that meetings of their group are the most effective approach to progress control.) This is because there may be too much content irrelevant to the majority of those attending. A staggered meeting can be used (inviting Section Heads to attend only parts of the meeting).
- Notes should be published of any meeting, especially recording outstanding issues and any actions, with the name of the person responsible for completing each action.
- Another approach is to publish a regular newsletter amongst the Section Heads and their people. This keeps the focus on preparation, enables reinforcement of the vision, and can be used to recognise individuals for initiative or hard work. There is an overhead in this, of course, but it must be weighed against the possible waste through attendance at meetings, which may also include travel time and expenses.
- Remember that different individuals have different communication needs – some may want to know the ‘big picture’ to set their work in context, others may be happy to work almost in isolation in their assigned area.
- This difference also applies to outward communication: some people naturally see the need to advise others affected by their activities and plans; others may need to be encouraged to volunteer information that is important to others.
- 6 Development could be in one or more areas, e.g.:
- ☞ establishing or enhancing public interest in hockey, either as participants or spectators
  - ☞ increasing the local pool of experienced officials
  - ☞ creating a platform for further events and wooing and attracting new sponsors
  - ☞ increasing local TV coverage of hockey in the longer term
  - ☞ increasing Press coverage of hockey in the longer term
  - ☞ training umpires and coaches by a course / seminar, backed up by observation at the event.

## Section 2

### Finance / Administration

#### Scope

This section deals with all general financial matters including budgets, accounting procedures, financial control, and the handling of cash. Other general control areas included are contracts, insurance and administrative services to the event.

#### Purpose

To ensure that accurate budgets are prepared and kept up-to-date, that expenditure is appropriately controlled, that accurate accounting records are maintained, and that cash is handled securely. Further important aims are to ensure that the correct level of general administrative support is provided to the event, and that all contracts (formal and informal) are properly developed to the necessary level of detail.

#### Checklist

- |      |    |  |
|------|----|--|
| 2.1  |    | Has a single individual with accountancy qualifications been appointed to control all matters of finance, including budgets and accounting procedures?   |
| 2.2  |    | Has a single consolidated budget - developed using input from each of the Section Heads - been thoroughly reviewed for accuracy and completeness?  |
| 2.3  | -1 | Has the budget (2.2) been reviewed to assess the possibilities for amendment should the need arise?  |
| 2.4  |    | Has a procedure been developed and publicised to Section Heads for advising any budget changes they see as necessary or likely?  |
| 2.5  | -2 | Does the budget include expenditure appropriate to the extra administrative costs likely to be incurred in preparing for and running the event?  |
| 2.6  |    | Have existing accounting procedures (including cheque signatures), bank accounts, account / ledge codes, etc., been reviewed and possibly updated to reflect new areas of income / expenditure or the need for separation of the event accounts from other finances? |
| 2.7  | -3 | Have the areas where significant cash will be handled been identified, and procedures instituted to provide security and prevent fraud?  |
| 2.8  | -4 | Has the extra administrative load on the secretariat of the organisers (possibly the National Association) been assessed and plans laid out to ensure any burden remains tolerable?  |
| 2.9  | -5 | Has a procedure been established for the control of all contracts?   |
| 2.10 | -6 | Have subsidiary contracts been reviewed for completeness?  |
| 2.11 | -7 | Have the risks to the event been assessed and cancellation insurance been obtained?  |
| 2.12 | -8 | Has a cash flow projection been prepared for the event and any resulting actions been identified?  |
| 2.13 |    | Have purchasing procedures been established to ensure that sponsorship opportunities are explored when appropriate, and volume discounts obtained?   |

#### Notes

- |    |  |
|----|--|
| -1 | It is advisable to identify exposures that could arise if income (e.g. from sponsorship, programme advertising or ticket sales) is lower than expected, and what expenditure (e.g. hospitality or the scale of social functions) could be reduced should the need arise. |
|----|--|

- 2 This could include extra staff (e.g. to type correspondence, newsletters, contracts, invitations, programme copy, etc.), communication costs (for postage, phone calls and faxes), and stationery and photocopying.
- 3 Ticket, programme and merchandise sales are the most likely areas. There may also be cash handling for paying expenses to volunteers. Security of the cash collected and its transfer to a bank are the prime concerns, but prevention of misappropriation also needs to be considered.
- 4 Temporary staff may be needed or overtime may need to be paid. Workload arises as much from the time taken in unplanned communication to / from visiting countries as from extra typing, copying or distribution of information. Attendance at meetings and increased travel may also impose an added load on paid staff.
- 5 Contracts with sponsors or television are clearly the most important. Whilst these may be relatively informal (e.g. letters rather than legal contracts), it is important to review them before final agreement: e.g. do they specify payment timescales, penalties for late payment, currency (particularly important when exchange rates can vary widely from signing a contract until the payment is made), and liability for any government taxes. For less important contracts, this review could be by a named individual with analytic skills and / or contract experience; for key contracts, this review (even when the contract is informal) is best done by a legal specialist. There is also needs to be a central control point that documents any subsequent amendments to contracts.
- Without these controls, doubt can exist which inevitably leads to financial exposure for the event, ill will between contracting parties, or both.
- 6 Apart from TV and sponsors, contracts may also exist with the Stadium management, equipment suppliers, the F.I.H. (see Section 3); merchandising designers (see Section 5), caterers, hotels, transportation, and subsidiary sponsors (soft drink suppliers, travel agents, airlines, etc.).
- These contracts also need careful review and control, in order to ensure their completeness and that there is no conflict between them (see also Section 6).
- 7 Risks beyond the organisers' control are too many to list in full, but here are some that can cause the event to "collapse":
- ☞ Natural disaster (earthquake, flood, etc.)
  - ☞ Technical failure (water, power, etc.)
  - ☞ civil unrest
  - ☞ air traffic controllers' strike
  - ☞ Withdrawal of teams, e.g. due to political events in their country or concern over safety of air travel due to terrorist threats
  - ☞ TV technicians' strike
  - ☞ Stadium structural failure or financial failure of its managing company
  - ☞ Sponsor's financial collapse
- These unlikely, but potentially disastrous, risks can be safeguarded (up to a point) by obtaining insurance, which should be considered carefully. Public liability insurance is also important (22.10).
- 8 This will entail estimating the timing for major expenditure items and sources of revenue. Most revenue comes in at the end and therein lies the possibility of having a cash-flow problem. Possible actions could include seeking earlier part payments from sponsors, or advanced ticket sales.

## Section 3

### Securing the Event

#### Scope

This section concerns the process and decision regarding the event being awarded to the host association.

#### Purpose

To ensure that the correct procedure is followed in applying to host the event, and that the conditions of the event allocation are clearly documented. Clear conditions ensure that there is clarity on the responsibility for all items of expenditure, and enable compliance to all conditions when the event is held.

#### Checklist

- |      |    |   |
|------|----|---|
| 3.1  | -1 | Have the planned dates of play for the event been decided?  |
| 3.2  |    | Has a provisional booking been made for the stadium to include time for setting up (additional) stands and their subsequent removal?                                |
| 3.3  |    | If the event requires sanction from the National Olympic Committee, has that sanction been applied for?   |
| 3.4  | -2 | Has the process by which the event will be awarded been ascertained?  |
| 3.5  |    | Has the organising committee been made aware of key dates and required actions in the event-awarding process?   |
| 3.6  |    | Have provisional "bookings" been made of other facilities (e.g. hotels, (training) pitches) until the event award decision is known?                                |
| 3.7  | -3 | Has an assessment been made of the financial risks of being awarded the event, and that assessment been accepted by the National Association?                       |
| 3.8  | -4 | Has a bid been prepared in conformance with F.I.H. requirements?  |
| 3.9  | -5 | Have the conditions for hosting the event, particularly who is responsible for which expenses (and who will be responsible for any losses), been agreed in writing? |
| 3.10 |    | Has contact been made with the previous host association of the event to understand whether responsibility for any areas (finance or other) proved to be unclear?   |
| 3.11 | -6 | Has a review been done of the arrangements at the previous event?   |

#### Notes:

- 1 This may not need final settlement until some time after the event is awarded or sanctioned, depending on the nature of the event concerned, but any variance of dates is likely to involve no more than starting or finishing a day earlier or later. In choosing the proposed dates, ensure that any clash with any other major sporting or other event in the country (e.g. football cup final) or worldwide (e.g. top event) will not affect Press or TV coverage, or spectator interest.
- 2 It is important to know this process and its key dates, as is knowing who will recommend or take decisions on who is to host the event.
- 3 For example, if the bid for the event is being made on the basis of the organisational expenses of the event being borne out by the organisers against anticipated revenue from sponsorship or gate receipts, and the sponsorship is not yet guaranteed, there is a considerable risk either of large financial loss or of embarrassment at having to cancel the event.

- 4 This will include amongst others:
  - ☞ the organiser
  - ☞ the experience of the organiser in hosting major events
  - ☞ the proposed dates
  - ☞ the detailed schedule including practice, rest days and finals
  - ☞ the city and any other local authority
  - ☞ the – long term – objectives for running the event
  - ☞ the stadium (name, seating capacity, distance from accommodation, operational or being built, other events held there (not only hockey))
  - ☞ Practice facilities and plans
  - ☞ Player accommodation options (names, numbers per room, style of accommodation, cost (US\$))
  - ☞ Officials' accommodation options
  - ☞ Meetings
  - ☞ TV status (e.g. commitment to televise)
  
- 5 Ideally this should be clear before the award decision. Sometimes in practice some details need to be resolved after the event is awarded. In either case a written "contract" detailing respective responsibilities should be drawn up, agreed and signed by the F.I.H. and the host association as soon as possible. Changes to this contract need careful control and any that are agreed should also be in writing and refer to the original contract.
  
- 6 The purpose of this review (ideally if time still permits by attending the event and inspecting the arrangements) is to identify any organisational "norms" that may not be formally contracted, yet nevertheless are expected.
  - e.g. ☞ how opening / closing ceremonies are conducted
  - ☞ how practice facilities were scheduled
  - ☞ what transport schedules were operated.

## Section 4

### Communication

#### Scope

This section covers all aspects of communication before and during the event: between the organisers and the visiting teams / Team Managers / officials, and between members of the event staff during the event. Liaison and communication amongst the organisers during the preparation period is covered in Section 1.

#### Purpose

To ensure that all necessary information reaches (or is received from) everyone involved in the event in a timely manner.

#### Checklist

- |      |     |   |
|------|-----|---|
| 4.1  | -1  | Have key dates for sending information to (and requesting information from) teams and officials been decided and deadlines for input given to all Section Heads?  |
| 4.2  | -2  | Has the local foreign ministry been contacted for advice on visa requirements for foreign players / officials?  |
| 4.3  | -3  | Has a list of all required signs been prepared and arrangements been made for their production?   |
| 4.4  |     | Has a plan been developed allowing sufficient time to erect all signs?  |
| 4.5  | -4  | Has sufficient equipment for communication between all key event personnel (e.g. Section Heads) been planned and ordered?   |
| 4.6  |     | Has a plan been developed to brief all personnel in use of communication equipment?   |
| 4.7  | -5  | Has a system of "pigeon holes" or similar filing been set up to supply Team Managers and Officials with results, transport information, practice schedules, etc.?   |
| 4.8  | -6  | Have telephone communication requirements been reviewed and a plan (with a budget) agreed with the organising committee?  |
| 4.9  | -7  | Have locations been agreed for all help / enquiry desks (in hotels and at the venue), with staffing plans and published opening hours (in hotels this needs liaison with Hotels / Accommodation (Section 7))? |
| 4.10 | -8  | Have regular (e.g. daily) meetings been arranged during the event at which Section Heads can exchange information and raise problems requiring solution?  |
| 4.11 | -9  | Having consulted the Tournament Director, have room bookings been made for meetings / briefings with Team Managers, and the dates and times advised to all those expected to attend?                          |
| 4.12 | -10 | Has a layout plan of the venue been prepared for publication?   |

#### Notes:

- 1 Normally this information will be distributed in some kind of package or newsletter. By setting and sticking to dates for publication, visitors are kept in touch with plans and progress. It forms the first impression of the hosts that many will receive, so it is an important opportunity to set the tone for the event: professional, friendly, helpful, organised and perhaps fun!

It is normal to send the first newsletter soon after the event is obtained (Section 3), to identify contacts in the host organisation and to supply preliminary information on event dates, venue, hotels, and training facilities.

Further newsletters can be sent some weeks before important dates such as the dates for making accommodation requests, or seeking arrival information for transport.

The final newsletter can be given to teams and officials when they arrive and should restate all relevant event information in an easily referenceable format.

Content suggestions:

- |  |  |
|--|--|
| ☞ Accreditation procedure  | ☞ Physiotherapy plans and location   |
| ☞ Car parking  | ☞ 'Pigeon' hole location   |
| ☞ Catering   | ☞ Places of religious worship  |
| ☞ Ceremonies (opening, clothing, presentation)   | ☞ Practice schedules   |
| ☞ Dates and times of play  | ☞ Programme (event)  |
| ☞ Drug testing plans and location  | ☞ Public transport   |
| ☞ Venue map  | ☞ E-mail facilities  |
| ☞ Functions, banquets, receptions, parties   | ☞ Result services  |
| ☞ Names of key personnel, including the Tournament Director and any FIH Representative | ☞ Safety and security including details of areas to avoid when outside hotels, and advice on food hygiene when eating out. |
| ☞ Hotel names, phone and fax numbers, and details of which each team is staying in.    | ☞ Seating in stadium   |
| ☞ Laundry  | ☞ Sightseeing and tours  |
| ☞ Local practices / customs (e.g. appropriate dress or activities)                     | ☞ Shuttles   |
| ☞ Maps of city centres, hotels and halls   | ☞ Team liaison (officers/hostesses)  |
| ☞ Technical Officials, Judges and umpires meetings (venue, time and date)              | ☞ Team Managers' meeting (venue, time and date)  |
| ☞ Merchandise / souvenirs  | ☞ Telephone numbers  |
| ☞ Help / information desks   | ☞ Tickets for spectators   |
| ☞ Videoing   | ☞ Transport arrangements and requests  |
| ☞ Weather / climate information  |  |

*Caution: keep the newsletter short or they might not be read. Putting reference information in a separate section with an index can help.*

- 2 Assistance is often required for players / officials both to ease the issue of visas by the host country (or its Embassy or Consulate abroad), and to facilitate the exit of players / officials from their country of origin.

Early contact with both the local foreign ministry and the National Associations concerned can greatly simplify this process. Sometimes a simple letter of invitation, listing the people concerned, is all that is required. On other occasions a list with full names, passport details (number, place of issue and expiry date) and date of birth is required.



- 3 Signs will be required in many locations (see table below). A consistent format or design, perhaps incorporating the event logo, can enhance the event's image to the players, officials and spectators. Signs should be prepared for doors and as pointers from other places.

<i>Location:</i>	<i>Type of sign:</i>
Hotels	event help desk, meeting rooms and secretariat or offices
Airport / Stations	meeting point (possibly a portable sign, such as an oversize sticker held by those meeting people)
Venue	changing rooms, media centre, drug testing, medical and physiotherapy suites, enquiry desk, ticket sales, accreditation, briefing rooms, assembly areas (e.g. umpires / officials)

- 4 Two-way radios and / or portable phones (with spare units) are an invaluable way for key personnel to keep in touch and to deal with any problems that arise during the event. A check on applicability at the actual venue (blockage by steel and / or concrete constructions) is essential.

- 5 These need to be located where Team Managers and Officials will see them at least daily, so it can be at the hotel or at the stadium or both, as is thought best.

- 6 Telephones will be needed in the tournament offices, at the venue, at enquiry / help desks, at the secretariat venue, at the Tournament Director office and at the technical table.

An event telephone directory needs to be prepared and copies distributed to key personnel and telephone sites. This should include all phone numbers (and any extension numbers), instructions on the use of phones (e.g. "9" for an outside line, or "7" before dialling another extension), hotel phone numbers and numbers of other key contacts. Mobile phones for key contacts are most appropriate.

- 7 The desks need to be staffed by well-informed volunteers who are aware of the overall organisation. This can enable the solution of many small problems at the source that would otherwise escalate or require delay. It also impresses the enquirer and avoids frustration of help desks that can't help.

- 8 These are an extremely effective method of ironing out minor problems and of keeping a good team spirit. The F.I.H. Representative and the Tournament Director should also be invited.

- 9 The room must be of appropriate size with sufficient seats for all those who will attend, and a flip chart stand and pens. It will probably have a microphone and speakers.

- 10 This should show the location of all event offices, drug testing rooms, warm-up areas, media facilities, changing rooms, catering facilities, public phones, toilets, etc.

### Further reference material

The 'FIH Guidelines to Develop a Communications Plan' are available to be downloaded from the FIH website – <http://www.FIHockey.org>

## Section 5

### Marketing / Promotion

#### Scope

This section covers the promotion of the event to the general public, together with other income generating possibilities such as merchandising and the event programme.

#### Purpose

To ensure that the promotion of the event is successful, and as much revenue as possible is generated through ticket sales, advertising and the sale of souvenirs and the like. It also aims to ensure that a professional programme is produced for the event.

#### Checklist

- |      |     |  |
|------|-----|--|
| 5.1  | -1  | Has an estimate been made of the net income from ticket sales, and the figure agreed with the organising committee?                      |
| 5.2  | -2  | Has an analysis been made of the attractiveness of the different sessions of the event to paying spectators?                             |
| 5.3  | -3  | Have plans been developed to increase public awareness of the event?   |
| 5.4  | -4  | Have plans been considered for offering incentives for the sale of tickets?  |
| 5.5  | -5  | Have dates been set for review of the ticket sales plan?   |
| 5.6  | -6  | Have the types and prices of ticket to be sold been reviewed in light of session attractiveness?   |
| 5.7  | -7  | Has a merchandising design unique to the event been considered?  |
| 5.8  | -8  | Has a plan been developed for selecting and ordering souvenir merchandise?   |
| 5.9  |     | Has a single individual been given responsibility for co-ordinating the event programme, including content, advertisements and printing? |
| 5.10 | -9  | Has a budget been prepared for the event programme?  |
| 5.11 | -10 | Has a detailed schedule for the production of the programme been prepared?   |
| 5.12 |     | Has a plan been developed as to where programmes and souvenirs will be sold, and by whom?  |
| 5.13 | -11 | Have possible retailing sites for equipment suppliers and others been identified at the venue?   |
| 5.14 | -12 | Have plans been developed to market the sites (5.13) to potential companies? (See F.I.H. Marketing Requirements for full details.)       |

#### Notes:

- 1 The gross income from ticket sales depends on a range of factors, including:

- ☞ the number of days and sessions of play
- ☞ ticket prices, which can vary by day or session
- ☞ the percentage of capacity sold

Ticketing costs as much as printing, incentives to people or agencies selling the tickets, and publicity / advertising costs will need to be set against income from sales.

- 2 To maximise capacity requires a review of the attractiveness of different sessions: e.g. finals or semi-finals may be relatively easy to sell to, or near, capacity, whereas it can be difficult to sell seats for early days of the event, or day-time sessions. (Any previous experience in the host venue should be reviewed for information.)

Once this pattern is estimated, promotional activity can be focused more effectively: e.g. it may be decided that morning sessions will be extremely difficult to sell. This may suggest distributing free tickets to promote the game and in the hope of attracting free spectators to return and pay the fee on later occasions.

Alternatively, promotion of daytime sessions could be targeted at shift workers, schools (as an official activity), retired people, etc.

If tickets are being sold by session, ensure that there will be sufficient break in the play to clear and check the stadium and check tickets on re-entry.

A lot of thought should be given to the price structure and marketing policy of tickets, which will be a major contributor to capacity crowds (and income for organisers!).

Establish the price structure of daily tickets based on:

- ☞ market research (tele-calls) on price level of alternative events (soccer, cinema, attraction parks, etc.)
- ☞ experiences of earlier events organised
- ☞ entertainment value of tournament / event as a whole (can be well influenced by good publicity)
- ☞ day of the week (public holidays, weekends)
- ☞ quality of matches (home team, semi-finals, finals)

Establish the price of season tickets / family tickets / youth tickets along the same lines.

Establish group rebates (for instance for clubs) and advanced buy benefits (rebate system, seat allocation, parking facilities, etc.).

Consider day or half-day tickets; establish price of late-entry tickets.

Establish prices for parking facilities.

- 3 Assistance from Media (Section 9) in the form of pre-event publicity can be very useful: e.g. the known entry of teams from countries can be used to generate a story.

Generating “stories”, or photo opportunities is a skilled activity for which Media (Section 9) may be able to offer expertise. Some simple ideas:

- ☞ use of stars from other, perhaps more popular, sports
- ☞ hockey being played in an unusual setting, such as a shopping centre
- ☞ giant sticks in public areas with local dignitaries in attendance
- ☞ hockey being played but photographed from an unusual position (e.g. top of the stand).
- ☞ Use of national and local hockey magazines (including those in neighbouring countries) is a further route.

Advertising can be uncertain: will people come to watch hockey just because they know it is on, or are you trying to attract people who may be new as spectators?

There is a wide variety of target audiences that have to be approached to get capacity crowds:

- ☞ National hockey fans (directly or through their clubs) \*
- ☞ National sports fans (directly or through their Associations)

- ☞ Supporter groups from participating countries
- ☞ Hockey enthusiasts from neighbouring countries
- ☞ General public
- ☞ Package visits for sponsors / suppliers
- ☞ Expatriate clubs of participating countries \*
- ☞ Embassies / Consulates of participating countries
- ☞ Staff of (subsidiaries of) companies home-based in participating countries \*
- ☞ Staff of municipality
- ☞ Social clubs (Lions, Rotary, etc.)
- ☞ Schoolchildren (from the neighbourhood) \*
- ☞ Neighbourhood

These last two may serve on (special conditions) to fill the stands on “weak” days.

\* Adoption schemes for each of the participating teams by hockey clubs, schools (even with educational programmes), companies and / or expatriate clubs create special interest (and attendance).

Sponsors may be willing to help promote the event, perhaps using part of the advertising budget already being used to promote their name or their brand.

-4 Examples:

- ☞ Offering agencies a higher commission than normal
- ☞ Offering individuals commission for each ticket sold (varying the commission by the estimated attractiveness of the session – e.g. offering the individual 50 % of the ticket value when sold for an unpopular session).

-5 For example, setting dates, say two months, one month, and two weeks before the event, and amending promotions or incentives in light of the volume and pattern of advance sales.

-6 Examples:

- ☞ Offering a second ticket for ‘unpopular’ sessions at 25 % of the cost of the first ticket
- ☞ Offering best seat first
- ☞ Offering season tickets to encourage attendance at all sessions
- ☞ Offering large discounts to early purchasers of tickets for less popular sessions
- ☞ Offering those attending less popular sessions a discount on tickets bought for return visits
- ☞ Offering reduced price tickets to those attending at other non-hockey events, or “packaging” tickets with that event.

-7 This could be used on souvenirs sold at the event. Whilst it is unlikely that this will warrant action to protect copyright, it is important there is no infringement of any existing copyright and that there is a documented agreement on rights and any royalties with the designer (a simple letter can suffice).

-8 Items and quantities must be chosen with great care, and experience from previous events can be valuable. The number of teams, officials and different spectators who will attend the event usually set bounds on the maximum quantities. Some test marketing at local events beforehand may help establish a sensible price for each item, or will sometimes highlight that particular items will not sell at the price required to be profitable.

Pricing should also make allowance for quantities of souvenirs remaining unsold and having to be sold later at a loss.

Marketing opportunities for merchandise should not necessarily be limited to the event itself of the venue / hotel. Consider selling via clubs, individuals or retail stores, and at events before the major one as part of the total promotional / awareness build-up.

All these facets suggest a very early start to merchandising plans.

- 9 Income will come from advertising and programme sales. Expenditure is primarily on printing. A professionally printed programme should be a source of income. If not, one that is desktop published and photocopies may well be appropriate.

The budget should take account of the many free copies to be given to players, Team Managers, officials, guests, sponsors, etc.

- 10 Key items on the schedule include:

- ☞ initial contact with potential advertisers
- ☞ decisions on whose “welcome” messages will be included (e.g. F.I.H. President, National Association President, Organising Committee Chairperson, Tournament Director, Head of State or other civic Heads).
- ☞ collation of copy from contributors, advertisers, and those with welcome messages.
- ☞ availability of information on players and Officials participating
- ☞ availability of event schedule
- ☞ printing time

- 11 These “concessions” may also include food and drink sales provided they have the agreement of the venue management.

- 12 This can often be done in conjunction with programme advertising.

## Section 6

### Sponsorship

#### Scope

This section deals with all aspects of sponsorship associated with the event, including securing and servicing the contract. TV and TV contracts are covered in Section 10.

#### Purpose

To ensure that sponsorship opportunities are explored fully, that sponsors are secured with what they receive for their contribution, and likely to sponsor hockey again on future occasions.

#### Checklist

- |      |    |   |
|------|----|---|
| 6.1  | -1 | Have any contractual restrictions on sponsorship been identified and confirmed with the organising committee?   |
| 6.2  | -2 | Has a single individual been appointed to handle all sponsorship contract details?  |
| 6.3  | -3 | Has material been prepared which is suitable for presenting the event to potential sponsors?  |
| 6.4  |    | Has the intended sponsorship income been agreed with the organising committee in light of the expenditure budget?   |
| 6.5  | -4 | Have all subsidiary sponsorship opportunities been identified?  |
| 6.6  | -5 | Has a plan been developed regarding which potential sponsors to approach, by what means, and in what time scale?  |
| 6.-7 | -6 | Have target dates been set for conclusion of a sponsorship agreement and the signing of contracts?  |
| 6.8  |    | Has an individual been assigned to work closely with each sponsor and to ensure that everything is delivered to the sponsor's satisfaction?                                 |
| 6.9  | -7 | Has the exact placement of each sponsor's perimeter board(s) been agreed?   |
| 6.10 | -8 | Has a plan been developed to invite potential future sponsors to the event as guests?   |
| 6.11 | -9 | Has a plan been developed to thank each sponsor and review their satisfaction with their involvement in this event? (See F.I.H. Sponsorship Requirements for full details.) |

#### Notes

- |    |  |
|----|--|
| -1 | Examples include:  |
|    | <ul style="list-style-type: none"> <li>☞ government legislation (e.g. no tobacco advertising)</li> <li>☞ the contract under which the event was awarded to the host association, e.g. by the F.I.H.</li> <li>☞ limitations on advertising at the venue (either limiting what advertising can be added, or requiring existing advertising to remain)</li> <li>☞ limitations on what can be supplied at the venue (e.g. only one brand of soft drink)</li> <li>☞ TV contract which may limit the size or amount of advertising in main camera shots, or may ban certain advertisers (e.g. liquor or tobacco companies).</li> </ul> |

- 2 Many people can be involved in making contact with potential sponsors, and in discussing what is on offer, but it is essential that one person remains involved in all contractual commitments to avoid overlap or conflict (see e.g. 6.9)
- 3 This presentation material should include:
- ☞ the event and its dates, size, and nature: e.g. the nature of the World Championships is easily understood, but needs augmentation by the countries and players likely to take part, whereas the Champions Trophy or Qualifiers may need explanation
  - ☞ the likely or possible media coverage, including TV
  - ☞ other items of value to a sponsor (e.g. entertainment or hospitality opportunities, perimeter advertising)
  - ☞ information about hockey participation rates, world-wide and nationally
  - ☞ how hockey is growing nationally and why
  - ☞ how the teams will be competing, their ranking and their (realistic) chances of success
  - ☞ demographic information on hockey players (e.g. ages, socio-economic groups, etc.)
  - ☞ particular aspects of the event that will be interesting or attractive (expected number of spectators).

The presentation material may be (but need not be) in the form of a PowerPoint presentation or transparencies. It can also be in booklet form or as a set of sheets that can be aggregated and tailored for a particular sponsor contact opportunity. In some cases, the material in summary form can be mailed to prospective sponsors.

It is important that the material is of quality appearance as it projects the image of the host organisation and, ultimately, of hockey. Such material can bear fruit on another occasion for a future event if unused for the event concerned.



The material should have innovative content and be uniquely presented to differentiate it from other similar sponsorship bids likely to be received by large companies. Ideally it should be tailored to show how the event and its image match well with the potential sponsor's own desired image and products or services.

- 4 Examples:
- ☞ official hotel
  - ☞ official airline
  - ☞ official travel agency
  - ☞ transportation supplier
  - ☞ official soft drinker supplier
  - ☞ official caterer
  - ☞ official office equipment (or computer) supplier
  - ☞ equipment suppliers
  - ☞ official timekeeping / scoring equipment supplier
  - ☞ official pavilion / container supplier

In each case, as in 6.3, the exposure to the sponsor or supplier needs clear identification:

Example for a copier supplier – to include the sponsor's name on each sheet of all material copied (e.g. results, newsletters, press releases)

Example for a soft drink supplier – to include the company name on two refrigerators placed in specific prominent places at the field of play.

- 5  Example all companies with turnover > \$x and / or annual profit \$y, or all companies in a particular sector, e.g. food and drink.
-  Example by personal contact or mailing.

It is important to approach sponsors as early as possible. Finding a sponsor takes time, and a decision by a prospective sponsor may reflect their financial year and its forward planning, as well as a complex decision-taking process that can take considerable time.

- 6 Most organisers will often simply be glad to have secured any sponsor! Setting dates for agreement and contract signing can be valuable milestones in the event's organisation. Failure to achieve these targets on time should generate a thorough review of the event's plans and budget by the organising committee, as well as a revamp of the activities and effort being made to secure sponsorship.

Failure to convert an "agreement" into a signed contract should be viewed as a serious risk – even if there is a "commitment". Personnel may change in the sponsoring company, or events may dictate a change of their plans (e.g. annual results much poorer than expected, new government legislation, etc.).

- 7 This relates to TV coverage and camera placement. Contracts with "best position" are better avoided. Exact diagrams showing perimeter placement should eliminate any disputes.
- 8 *Showing* a successful event being staged can be more powerful than talking about it. Past sponsors can also be invited as a thank you and possibly to explore future potential.
- 9 A letter of thanks is the minimum. A formal meeting should also be proposed to review good and poor aspects of their involvement. Consider inviting sponsors to any informal end-of-event party for the organising team.



## Section 7

### Hotels / Accommodation

#### Scope

This section covers the hotel and accommodation requirement of players, officials, volunteers, guests, media, etc.

#### Purpose

To ensure that the hotel or accommodation for all connected to the event meets their budgets (within market constraints), and that the booking, registration and payment procedures are as smooth as possible.

#### Checklist

- |      |    |   |
|------|----|---|
| 7.1  | -1 | Has an estimate been made of the total accommodation requirement for the event?   |
| 7.2  |    | Has a range of accommodation been considered, from small hotels to major hotels?  |
| 7.3  | -2 | Has a review been done to establish the possible sources of accommodation that could be approached?   |
| 7.4  | -3 | Have the possible sources of accommodation been approached to determine what facilities and prices they offer?  |
| 7.5  | -4 | Has the procedure for finalisation of provisional bookings been agreed with each source of accommodation?   |
| 7.6  |    | Has a budget for the accommodation of those whose costs must be borne by the organisers been developed and agreed with the organising committee?  |
| 7.7  |    | Has the proposed accommodation been reviewed with Travel / Transport (Section 8)?   |
| 7.8  |    | Have the accommodation options been advised to all potential users (using Communication (Section 4)), including costs, deadline dates for reservations, need for any deposits, cancellation fees, etc.? |
| 7.9  |    | Have hotels been advised of the actual final booking status at the confirmation cut-off date?   |
| 7.10 | -5 | Has a procedure been agreed with each hotel that will minimise time spent on registration formalities?  |
| 7.11 | -6 | Has the payment procedure been agreed with each hotel?  |
| 7.12 |    | Has an individual been appointed to liaise with each hotel or accommodation facility throughout the event and resolve any issues? (See F.I.H. Technical Requirements for full details.)                 |

#### Notes

- |    |   |
|----|---|
| -1 | This should be prepared well in advance, as negotiation with potential hotels and bookings will be needed much earlier than the event itself, and indeed probably before obtaining the event. |
|    | Categories of personnel for whom accommodation may be required (some may travel daily from home or be requested to find and fund their own accommodation privately) include:                  |

☞	Players	☞	Field maintenance staff
☞	Team Managers, coaches and officials	☞	Media (including TV and photographers)
☞	Umpires Managers, umpires, technical officials and judges	☞	Sponsors' representatives
☞	Doctors and Physiotherapists	☞	Transport staff
☞	Liaison officers	☞	Drivers
☞	Medical Officer	☞	Event administration staff
☞	F.I.H. officials and secretariat	☞	Hostesses / interpreters

In arriving at the estimated demand, consideration also needs to be given to the period that accommodation will be required: e.g. the Tournament Director will need accommodation before the event starts and perhaps after it has ended (see F.I.H. requirements).

- 2 The choice of official hotels will link to transportation requirements and costs, so liaison is required with Travel / Transport (Section 8).
- 3 This is often done in liaison with Sponsorship (Section 6), as it may be possible to offer advertising (venue and / or programme) as part of the deal. Close liaison is also needed with Functions (Section 19), as the expenditure on functions may increase the total spent at a given hotel, thus increasing the chance of a better deal. Function rooms and catering may also be secured more cheaply because of accommodation bookings being made.
- 4 This information is important, both to ensure that it can be communicated to foreign associations and to ensure that the host organisation does not carry the risk of having to pay for accommodation booked and not used.
- 5 This is important when a large number of people arrive at one time (e.g. in a coach from the airport). One method is to have hotels work from printed lists of names rather than requiring individual registration. Actual names can be advised by e-mail, fax, phone or radio en route from the airport, allowing people to walk off the coach and be handed room keys. This method requires liaison with Travel/Transport (Section 8).
- 6 The basic question is whether teams / officials will settle their own bill. In addition, there may be need to separate which items will be paid for centrally (e.g. room and breakfast) compared to items that must be paid individually (phones, meals, room service), pay-TV, etc.).

This area needs careful attention to ensure that everyone is aware of who will be responsible for paying what. Written confirmation can be useful. The event organisers need to be protected from unexpected bills incurred by event staff or visiting associations.

Close and early liaison with the cashier's department at each hotel can ensure that there are no surprises and that bills are presented accurately and promptly for immediate payment by hotel guests or associations. Ensuring that bills are partially paid before the final day of the tournament and the remainder upon departure can avoid much effort and cost later.

## Section 8

### Travel / Transport

#### Scope

This section covers all aspects of travel and transport. It is primarily concerned with transport to convey players and officials between their accommodation and their point of arrival or departure in the country, practice facilities, the venue and social functions.

It also covers transport for VIPs and guests, parking, and the movement of equipment, together with assisting people with flight changes, confirmations, etc.

#### Purpose

To plan and then control transport facilities before, during and after the event. The aims are to supply appropriate and effective transport for all supported personnel throughout the period of the event, to publish a schedule, and to transport players, officials and others without undue waiting.

In addition, sufficient spare capacity must be available, with a means of controlling it, to meet reasonable *ad hoc* requests.

#### Checklist

- |      |    |   |
|------|----|---|
| 8.1  | -1 | Have start and end dates for provision of transport been established and agreed by the organising committee?  |
| 8.2  | -2 | Have the size and scope of transport requirements been estimated and agreed by the organising committee?  |
| 8.3  |    | Will the following minimum requirements be met:   |
|      |    | <input type="checkbox"/> transport to enable all players to reach the venue with certainty at least 60 minutes before play starts?  |
|      |    | <input type="checkbox"/> a maximum of one hour between successive transports to / from the venue?   |
|      |    | <input type="checkbox"/> transport to the hotels at the latest 60 minutes after play has finished?  |
| 8.4  |    | Does the transport schedule take account of the schedule of play and of the nature of the event?  |
| 8.5  |    | Have sufficient drivers and control room staff been recruited, taking into account the number of vehicles, meal and rest breaks, shifts, and skills needed to drive special vehicles? |
| 8.6  | -3 | Have the necessary vehicles been committed to the event?  |
| 8.7  |    | Has a comprehensive insurance for all vehicles and drivers been obtained and details confirmed in writing?  |
| 8.8  |    | Has a uniform (e.g. a coloured shirt or pullover) or the style of dress been decided, so that drivers are identifiable and project the correct image of the event?                    |
| 8.9  |    | Are there any vehicles suitable for transporting large amounts of luggage, particularly to / from the airport / railway station?  |
| 8.10 |    | Has a budget for transport been constructed, to include petrol costs, equipment hire (e.g. pagers), road / bridges tolls and staff costs (e.g. accommodation / subsistence)?          |
| 8.11 |    | Have drivers been given instruction in use of their vehicles?   |

- 8.12 Have drivers been made familiar with the routes they will follow, and do they have working knowledge of the general driving / route finding in the city concerned?
- 8.13 Is an information package being prepared for drivers, containing at least telephone numbers of hotels and venue; how to deal with specific problems (e.g. needing fuel, missing passengers, road accident); and maps of the area, major routes and location of hotels?
- 8.14 Have duty rosters been drawn up and published, and everyone made familiar with where they report for duty and how they advise if they become unavailable?
- 8.15 Has a central transport control office been established and co-ordinator(s) been appointed?
- 8.16 Has a mobile communication system been arranged so that drivers can be contacted by, or be in touch, with the control office whilst on the road and at / in the venue itself?
- 8.17 Has the regular transport schedule been developed and passed to those responsible for communicating it to Team Managers, help desks, media centre, spectators, etc.?
- 8.18 -4 Is a control system established and published about recording and fulfilling *ad hoc* transport requests?
- 8.19 -5 Has a method been developed for collecting and keeping up-to-date airport and transfer requirements?
- 8.20 Has a meeting and identification point been established at the airport and communicated in advance to those arriving?
- 8.21 -6 Are there any permanently allocated cars for the F.I.H. Representative, the Tournament Director and the Umpiring / officials team?
- 8.22 -7 Have pick-up and set-down points been settled for all regular transport routes?
- 8.23 Have pick-up and set-down points been publicised and sign-posted?
- 8.24 Have local police been advised of activities at airports, railway stations and the venue, and been consulted for advice on short-term and long-term parking?
- 8.25 Have suitably secure overnight garaging / parking arrangements been made for all vehicles?
- 8.26 Have refuelling arrangements (locations, payment) been established and communicated to drivers?
- 8.27 -8 Has a control system been established for drivers to record journeys, mileages, number of passengers, etc.?
- 8.28 Do all vehicles have any necessary accreditation to allow access to restricted areas (e.g. parking or venue environs)?
- 8.29 Have destination signs been made for regular transport vehicles to display?
- 8.30 Are all vehicles readily identifiable by intending passengers as being those associated with the event?
- 8.31 -9 Have arrangements been made for emergency repair of vehicles?
- 8.32 Have plans been developed to assist foreign players and officials with flight changes, confirmations, etc.?

## Notes

- 1 Typically these will be from three days before the first day of play to two days after play concludes.
- 2 Factors that affect this include:
  - ☞ the number of players and officials to be transported
  - ☞ the programme of play each day
  - ☞ the facilities (e.g. catering) available at the venue
  - ☞ the number of hotels in use and how geographically spread they are
  - ☞ the distance (and time!) from the hotels to the venue and practice facilities
  - ☞ whether it is feasible to walk from the venue to the hotels.
- 3 This is often secured as part of the sponsorship arrangement, so early liaison is necessary with those responsible for approaching sponsors.
- 4 Passengers making *ad hoc* requests should be advised to give the time they wish to arrive at their destination, *not* the time they wish to be collected. The transport group can then advise a suitable pick-up time based on likely traffic conditions and workload.
- 5 These requirements will tend to vary as players' and officials' travel plans are altered.
- 6 A pool of cars and drivers for this is acceptable, but must be certain to be on immediate call.
- 7 These may need reviewed with Police or other authorities. It is important that they are suitable for turning or parking of the largest vehicles that will be using them?
- 8 Such information can be reviewed to see if alterations are needed to arrangements (e.g. timing or size of vehicles).
- 9 This may require standby vehicles or arrangements to have the vehicles repaired overnight.

## Section 9

### Media

#### Scope

This section covers all aspects concerning the provision of facilities and support for the media. (Requirements unique to Television are in Section 10) Accreditation is covered in Section 12, and Media seating in Section 11.

#### Purpose

To ensure that the facilities and support provided to the media assist them to give the maximum coverage to the event including during the build-up to the event.

#### Checklist

- 9.1 -1 Has the number of media personnel who will attend the event been estimated?
- 9.2 -2 Has space for a media centre of appropriate size been reserved in the event hall as close to play as practicable?
- 9.3 Will the media centre at least be equipped as follows:
- ☞ Numerous dedicated phones lines (for journalists' use – phones and faxes)
  - ☞ TV monitors with "feed" from TV coverage
  - ☞ Monitors with latest scores on each pitch
  - ☞ Tables and chairs
  - ☞ Notice board
  - ☞ Tables and / or shelving and /or "pigeon holes" to carry information on the event (results, press releases, etc.)
  - ☞ Ample power points and adaptators for equipment such as PCs, copiers and faxes
  - ☞ Photocopiers with collator (ideally one to operate as a casual use copier and another as a volume copier for use by media support personnel, with sufficient machines to cope with the inevitable breakdown)
  - ☞ Stationery (paper, envelopes, etc.) and some typewriters
  - ☞ Arrangements to use cards for payment
  - ☞ Copies of all daily papers, each day, perhaps with a notice board of clippings of all published copy on the event.
- 9.4 Have plans been made to open the media centre before the start of the event and only to close it some time after the event finishes, with daily opening times considerably longer than the times scheduled to play?
- 9.5 -3 Has someone with experience of supporting the media been appointed with the *sole* responsibility of being in charge of the media centre?
- 9.6 Has a budget for the media centre, including equipment rental, and costs (such as meals / travels / accommodation) of support staff been developed and agreed with the organising committee?
- 9.7 -4 Has a player / team profile library (including photographs, achievements, personal details) been established for all players / teams?
- 9.8 -5 Has a plan been established for issuing regular press releases about the event in the months and weeks beforehand?
- 9.9 Has a press conference involving the National Team(s) been scheduled about seven to ten days before the event starts?

- 9.10 Has a Communication (Section 4) been advised to inform all players and Team Managers that they must be prepared to give interviews on request in the media centre in the period immediately after each match?
- 9.11 Has a procedure been established as to how the media will be advised of planned press conferences and interviews?
- 9.12 -6 Has a plan been established to welcome all accredited media personnel to the event?
- 9.13 Have “key” journalists been identified in advance and personal contact made with them, seeking their support and offering to provide whatever they need?
- 9.14 -7 Have interpreters been organised for the most likely languages to be used by players or Team Managers at interviews?
- 9.15 Has someone been given responsibility for developing and issuing daily press releases during the event?
- 9.16 -8 Has the speed of the results service been reviewed from a media viewpoint?
- 9.17 Have notes been prepared, in consultation with the Tournament Director, explaining where photographers are allowed to go on the field of play?
- 9.18 Has consideration been given to providing a dark room for photographers’ use, together with an associated booking system? (See F.I.H. Media Requirements for full details.)

## Notes

- 1 Previous experience will be a guide. The F.I.H. can advise for its major events. Media people are notoriously slow or negligent in advising of their plans to attend.
- 2 There should ideally be a number of rooms:
- ☞ a large general room where journalists can prepare or send their copy
  - ☞ a smaller room where a few journalists can work in silence
  - ☞ an office for the media event officer
  - ☞ interview room (ideally one for Press, radio and TV)
  - ☞ a refreshment room or area
- 3 For larger events, it is likely that assistants will be needed:
- ☞ to do secretarial / administrative tasks such as typing, copying and message-taking
  - ☞ to act as messengers
  - ☞ to be on duty to answer queries
- 4 F.I.H. Member Associations can be requested to supply this information.
- 5 Possible items for press releases include:
- ☞ award of the event
  - ☞ final selection of the venue (if not definite at the time of the award)
  - ☞ appointment of key personnel on the organising committee
  - ☞ sponsorship contract signed
  - ☞ final list of entries (countries)
  - ☞ commitment of support from government or other bodies
  - ☞ match schedule details
  - ☞ local team players confirmed
- Many of the press releases may apparently have no effect, but they do draw the attention of journalists and editors to the event approaching. Releases should always therefore summarise event dates and venue.

- 6 The more effectively this is done (to create good rapport with the media), the better. Ideas to consider:
- ☞ Arranging transport (airport to hotel) for arriving media
  - ☞ Holding a media lunch or reception
  - ☞ Personal introduction of media centre manager and staff
  - ☞ Delivery of a media “pack” containing items *relevant to the media* (not gifts, souvenirs, etc. which can be given if desired but separately), such as programme, event history, past participants and winners, bios of leading players, past team results, prize fund, the Tournament Director, other officials, and schedules of play.
- Although most journalists covering the event will be familiar with the game of hockey, it is still recommended that some general data on the game be included (e.g. Simplified Rules booklet; summarised information about the F.I.H., its membership and finances). The F.I.H. office can assist with such information.
- Other general information should also be supplied on transport, accommodation, catering, functions, and recreational facilities, etc.
- ☞ Tour of media centre, media seating and any other facilities explaining hours of opening, use of equipment, payments, raising queries or request for information, the results service.
  - ☞ Tour of total venue especially if it is a large complex and there are alternative routes, entrances and exits.
- 7 These can often be found as volunteers or from other players / officials.
- 8 The Media group needs to ensure this service has no limitations that will prevent delivery and dissemination of results within at most 5 minutes from the end of the match. The actual performance during the event also needs to be monitored to ensure it is achieving its goals.

### Further reference material

The ‘*FIH Guidelines for Tournament Media Operations*’ are available to be downloaded from the FIH website – <http://www.FIHockey.org>



## Section 10

### Television

#### Scope

This section concerns all aspects of television at the event. It also includes amateur videoing by coaches and others, but excludes lighting for TV.

#### Purpose:

To ensure that the needs of TV are met, without causing problems to spectators, players or officials, and that the event is presented to the best effect to the TV audience. Control of other videoing activities is a second aim.

#### Checklist:

10.1		Have the exact dates and sessions that will be covered by television been agreed with the Organising Committee and the F.I.H. office?
10.2	-1	Have the logistical requirements of TV been planned for?
10.3	-2	Has a contract been drawn up with TV concerning signal rights?
10.4	-3	Will any TV coverage be live?
10.5	-4	Will TV cover only one pitch or two?
10.6	-5	Will TV wish to influence match scheduling?
10.7	-6	Has the placement of cameras been agreed?
10.8		Have both domestic and international transmission been covered?
10.9	-7	Has the permissibility of videoing for team purposes been agreed, especially with the venue management, and the decision been communicated to Team Managers via Communication (Section 4)?
10.10	-8	Has the TV Director experience of hockey?
10.11	-9	Has a procedure been established for handling <i>ad hoc</i> TV requests?
10.12		Have possible hockey specialist commentators been identified, so that TV can choose whom they wish to do this important image-projecting role to augment their own professional commentator(s)?
10.13	-10	Has seating for the TV commentators been planned?
10.14	-11	Has a single person been identified to liaise with a representative of the TV company on all matters such as scheduling, availability of teams profile information, cueing the start of matches, etc.?
10.15		Has a plan been developed to collect data on actual TV broadcast durations, and if possible collect TV ratings for the broadcasts? (See FIH TV Requirements for full details.)

#### Notes:

- 1 These can include:
- ☞ Space on and outside the venue for equipment and vehicles
  - ☞ Accreditation passes (Section 12)
  - ☞ Office or meeting space
  - ☞ Interview rooms or areas
  - ☞ Power supplies

If an international television signal is being made available, there may be a need to provide commentary points and other facilities for broadcasters from other countries.

- 2 Key factors to address are:
- ☞ The provision of an international standard signal
  - ☞ Who will have the right to market the signal
  - ☞ Production of videos from signal, and any limitations on marketing the videos.
- 3 This is important, as the start of play or gaps between matches must be very tightly controlled if coverage is live. The Tournament Director must be involved if coverage is live. Close liaison is then needed between the Tournament Director and representatives of TV, ensuring play starts no earlier than the agreed time, but also as important, that the start is not delayed by more than say one minute by TV not being ready. (A greater delay is unfair to players.)
- 4 This should be advised to the Tournament Director.
- 5 This is nearly always the case: TV may wish to select certain matches they will cover, or to influence the order of play (typically for semi-finals or finals). Close and early liaison with the Tournament Director is essential, so that the schedule is published only after consultation with TV.
- 6 The F.I.H. Secretariat can advise on ideal camera positioning. It is normal to use an absolute minimum of five cameras, but more are desirable. The exact placement of cameras around the field of play must be planned in consultation with the Tournament Director, who will want to ensure that no officials are obstructed or distracted.
- Care must be taken not to block spectators' view: this may mean not selling a few seats directly behind a planned camera position – liaison with Seating (Section 11) and Ticketing / Accreditation (Section 12) is required.
- If less than capacity crowds are expected, try to ensure that seating in camera shot is as full as possible.
- Attention should also be given to situations of conflict with ball boys / girls.
- 7 If it is allowed it should be made clear that only small personal equipment can be used and that the tape may be used only for private study purposes. Liaison is needed to ensure that there is no infringement of any TV contract. Care must be taken to ensure that cameras on tripods do not obstruct the view of spectators.
- A policy decision needs to be taken on spectator videoing – usually not allowed. Security / Health / Safety (Section 22) must be informed so that stewards can apply the policy.
- 8 This is highly advantageous as it enables higher quality coverage. The F.I.H. Secretariat can offer advice. Alternatively, a "rehearsal" of one or more matches can be beneficial and organisers should not hesitate to suggest this when appropriate.
- 9 Depending on the nature of the television contract, requests (e.g. from TV news stations or the TV company at an earlier stage than their coverage of play) may or may not be allowed.
- 10 This must have a view from an elevated position of the pitch(es) being televised, and will need space for tables, monitors, etc. There should be a separation between the commentators and nearby spectators. This may mean liaison with Ticketing / Accreditation (Section 12) to ensure that affected seats are not sold.
- 11 A single person ensures no duplication of requests and enables a good working relationship to be built with TV staff. This person must also liaise closely with the person in charge of media support and the person in charge of ceremonies, if these are to be televised.

## Section 11

### Seating

#### Scope

This section covers seating at the venue for all categories of spectator, from players to VIPs.

#### Purpose:

To ensure that everyone entitled to watch the play and ceremonies has access that accords with their status, be it as a player, an official, a VIP, as media or as a paying spectator. Ticketing and accreditation are covered in Section 12.

#### Checklist

- |       |    |  |
|-------|----|--|
| 11.1  |    | Have detailed diagrams / plans been obtained of the stadium, showing the number and position of all permanent seats that can be used during the event?   |
| 11.2  | -1 | Have detailed diagrams / plans been developed of all temporary seating arrangements to be used during the event?   |
| 11.3  | -2 | Has an estimate of the number of non-paying spectators been made (and agreed with the organising committee)?   |
| 11.4  | -3 | Has seating for non-paying spectators (11.3) been allocated in each diagram (as in 11.1 and 11.2)?   |
| 11.5  |    | Has a seating (11.4) been reviewed and agreed with the organising committee and, for F.I.H. events, with the F.I.H. itself?  |
| 11.6  |    | Has spectator seating (other than 11.4) been clearly defined and agreed with Ticketing / Accreditation (Section 12)?   |
| 11.7  |    | Have plans to use different types of seating been co-ordinated with Security / Health / Safety (Section 22) and Ticketing / Accreditation (Section 12), such that access can be stewarded / controlled successfully? |
| 11.8  |    | Have signs of seating blocks been passed to Communication (Section 4)?   |
| 11.9  |    | Have details of seating blocks been passed to Communication (Section 4) for use in briefing meetings (e.g. of Team Managers or officials)?   |
| 11.10 |    | Have plans been prepared to label and / or cordon off seating to ensure that it is correctly occupied?   |

#### Notes

- |    |   |
|----|---|
| -1 | There may be more than one arrangement, e.g. one at an early stage, a second at the semi-finals, and a third at the finals. Seating on the same level should never be more than two rows deep.  |
| -2 | Estimates should use categories as in the table in Appendix 11.1.   |
| -3 | It is recommended that wherever possible, the seating allocated to a given group (e.g. players or VIPs) be unchanged throughout the event. This avoids confusion, and eliminates resentment at changes seen as "reducing" status at the more prestigious sessions. In addition, there must be a limited amount of seating reserved with a good view to enable Coaches / Team Managers to observe their players.<br><br>The number of seats required can often change during an event: e.g. end of a coaching course or officials attending either a continental or an F.I.H. meeting arrive and depart. |

### Appendix 11.1

#### Estimate of number of non-paying spectators

Players not actually playing /training at that time	_____
Umpires / officials: not on duty	_____
Tournament Officials / Judges: not on duty	_____
Team officials <sup>1</sup> : manager and coach per team at minimum	_____
Doctors and Physiotherapists: off duty	_____
Media / TV <sup>2</sup>	_____
Guests <sup>3</sup>	_____
Sponsors	_____
Guests (e.g. future sponsors or players' guests)	_____
Organising group <sup>4</sup>	_____

<sup>1</sup> The F.I.H. recommend provisions according to the following table:

<i>Number of players - participating team:</i>	<i>Number of non-paying seats for accompanying officials:</i>
16 to 18	8

<sup>2</sup> TV commentators will require special seating: see Section 10

<sup>3</sup> The F.I.H. will advise for any given event how many seats are required in this category for F.I.H. Guests

<sup>4</sup> This may be for administrative staff, off-duty drivers, ball boys / girls not on duty, etc.

## Section 12

### Ticketing / Accreditation

#### Scope

This section covers controlling access to specific areas by means of tickets (for spectators) and accreditation (for players, officials, etc.). Seating plans are dealt with in Section 11, stewarding in Section 22, and ticket sales in Section 5.

#### Purpose

To plan the control of access to specific areas (mostly in the stadium) such that people can only access parts for which they are authorised, and that such access can be effected quickly.

#### Checklist

- |      |    |   |
|------|----|---|
| 12.1 | -1 | Has a plan been developed of all seats that may be sold on each day of the event?                                     |
| 12.2 | -2 | Have all seats individual numbers (e.g. Row J seat 27) or block numbers (e.g. A) that can be used to prepare tickets? |
| 12.3 | -3 | Have individual tickets been printed for each seat / block at each session of play?                                   |
| 12.4 | -4 | Have the different categories of restricted area (22.3) been grouped to form several levels of accreditation?         |
| 12.5 | -5 | Are the different access areas clearly signed with an indication of who can enter?                                    |
| 12.6 | -6 | Has the type of accreditation people will carry been decided?   |
| 12.7 | -7 | Has a plan been developed to create and distribute the accreditation passes?  |
| 12.8 | -8 | Has a plan been developed to accredit people from the media?  |
| 12.9 |    | Has a plan to deal with replacement of lost passes been developed and Communication (Section 4) advised?              |

#### Notes

- 1 This needs to take account of seating plans (see Section 11 and 11.6). The seats that may be sold will possibly vary day by day with different areas set aside for non-paying spectators.
- 2 Some areas may have unnumbered seating. This is best avoided but, if that is impossible, it is recommended that at least rows are numbered and tickets refer to row numbers.
- 3 If less than capacity crowds are anticipated on early days of the event, costs can be kept lower by printing individually numbered tickets for selected areas only.  
If large crowds are expected, care must be taken to enable counterfeit tickets to be identified easily.  
If tickets are sold by session, ensure that there will be a sufficient break in the play to clear the stadium and check tickets on re-entry.
- 4 Some general guidelines:
  - ☞ The Tournament Director and F.I.H. representative must have access to all areas
  - ☞ Only those who need to enter the pitch should be given access to it. These people are usually the Tournament Director, the F.I.H. representative, players, Team Managers, umpires, Technical Officials, judges, ball boys / girls, photographers and field equipment staff. Key members of the organising committee may also need access, together with specific TV personnel if present.
  - ☞ The fewer the different levels of access, the easier the task for stewards.

- 5 A colour code or numbered levels of access can assist, displaying the authorised colour or number for entry at the entrance point.

Signage itself is dealt with in Section 4 (Communication).

- 6 The commonest form is a badge on a cord or chain round the neck, with the accredited person's name, photograph, and access authority shown clearly. A validity period or expiry date may also be used (e.g. a guest may only have access on a specific day, or some volunteers may not be accredited for entry to the finals). The access authorities and any validity period should be large enough to be checked at a glance by a steward.

The advantage of a photograph is that it gives a reasonable chance of ensuring that only the intended holder can use it. It may dissuade someone from stealing a pass, or trying to use one they find. On the other hand, a steward may find it difficult to be sure that a photograph matches the holder, if the check is even made. Photographs also add considerably to the cost and complexity of accreditation, and the decision taken for each event needs careful review.

A decision also needs to be taken on whether names of holders should be on the pass. The advantage again is that it is less useable by other than the authorised holder, but the disadvantage is that each pass has to be individually prepared and holders' names need to be collected.

Other forms of badges (e.g. clipped on) are not recommended, as they are lost much more easily.

It is strongly recommended that all personnel with authority to be on the pitch, as well as having an accreditation pass, should either have a distinctive uniform (e.g. umpires, Technical Officials, Judges, Field Staff, Ball Boys / Girls), or be required to wear a bib (photographers, TV cameramen, etc.). This greatly facilitates the monitoring of authority to access the field of play.

- 7 If photographs are to be used, this will require either that people are told to supply or bring passport size photographs (use newsletters published by Communication (Section 4) to advise), or that machinery to take photographs be obtained. Indeed machinery will probably be needed anyway to deal with those who forget to bring photographs. The process of being photographed and laminating a pass is fairly fast with the simple specialised ID-card camera equipment available. However, unless carefully planned, long waits to be photographed can arise and cause irritation.

There is also the problem that, until photographed, people may not easily gain access where needed e.g. to practice facilities.

Generally, if photographs are used, more staff will be needed to do the accreditation.

If names are being used, a process is needed to collect names from Team Managers, volunteer group leaders, etc. If not, only the number of passes is needed.

An effective means of distributing accreditation passes to teams can be to do so on registration at the hotel. The passes are not needed until then, but could be required at any time thereafter. Another alternative is to distribute them via Team Managers.

- 8 This is usually done on forms sent in advance to National Associations concerned and other known contacts. (Details of the media centre and its services can usefully be sent at the same time – this requires liaison with Section 9 (Media).) Accreditation also needs to be possible at the event. It is important to ensure that only genuine media personnel are accredited. Failure to do so will irritate or alienate the real media. Membership of national or international media bodies is a good test (e.g. Hockey Writers' Club or National Journalists' Unions).

## Section 13

### Venue







#### Scope

This section covers all venue related aspects necessary to stage the event, including playing / training fields, field equipment, marquees, stands, changing rooms, offices, etc.

#### Purpose

To ensure that all facilities for running the event are of appropriate standard and available when required.

#### Checklist

- |       |    |  |
|-------|----|--|
| 13.1  |    | Has an overall budget for building the venue been prepared and accepted by the organising committee?   |
| 13.2  | -1 | Have all necessary permits to run the event been obtained?   |
| 13.3  | -2 | Has the overall layout plan of the venue been established and agreed?  |
| 13.4  | -3 | Has a logistic plan for build-up and breakdown of the facilities been made?  |
| 13.5  |    | Has proper attention been given to the space required for: <ul style="list-style-type: none"> <li> spectators footpath</li> <li> marquees for catering, merchandising and entertainment</li> <li> service facilities for catering</li> <li> First Aid</li> <li> sanitary facilities</li> <li> ticket sales / entry control.</li> </ul> <p>Is proper (understandable) signage in place all over the venue?</p> |
| 13.6  |    | Have entrance and (emergency) exits been established and agreed with Security (Section 22)?  |
| 13.7  |    | Has the boundary (fenced or unfenced) of the venue been established and agreed with Security (Section 22)?   |
| 13.8  |    | Have requirements for water and power been investigated and catered for?   |
| 13.9  |    | Has required equipment for fire-fighting been investigated, catered for and agreed with Security (Section 22)?   |
| 13.10 |    | Has an emergency plan been composed for severe weather conditions (storm / flooding, etc.)?  |
| 13.11 | -4 | Have handymen (construction / electricity) been employed for stand-by service?   |
| 13.12 |    | Has the number of staff required been established and passed on to Volunteers (Section 20)?  |
| 13.13 |    | Has a match result board been properly positioned?   |
| 13.14 |    | Is an adequate number of wastepaper baskets installed?   |
| 13.15 |    | Is "Keep Clean" staff recruited and agreed with Volunteers (Section 20)?   |
| 13.16 | -5 | Has a Field Manager been appointed for direct communication with the Tournament Director?  |
| 13.17 |    | Has the field of play a Certificate of Compliance with FIH standards?  |

- 13.18 Are the overruns in compliance with present FIH technical requirements?
- 13.19 Is other field equipment in compliance with present FIH technical requirements?
- ☞ goals (including reserve goal)
  - ☞ flags (including reserve flags)
  - ☞ ball retaining fence
  - ☞ shooting area fence
  - ☞ team benches & power
  - ☞ stick storage
  - ☞ water and ice
  - ☞ all materials for closing ceremony (rostrum, flag poles, mobile microphone, prize table, flexible fencing, etc.)
- 13.20 -6 Are lighting facilities in accordance with present FIH requirements? Has breakdown repair been catered for?
- 13.21 -7 Are watering facilities in accordance with present FIH requirements?
- 13.22 Are location and outfit of the Technical Table in accordance with present FIH requirements?
- 13.23 Is Table equipment in accordance with present FIH requirements?
- 13.24 Have official FIH papers been obtained and are they available at the Table?
- 13.25 Is a clear audible address system in place for announcements, national anthems, etc.?
- 13.26 Is the scoreboard in compliance with present FIH technical requirements?
- 13.27 Are the changing room facilities (players and umpires) in conformance with present FIH technical requirements? Is a cleaning scheme in place?
- 13.28 Have the medical facilities been agreed with Medical (Section 15)?
- 13.29 Is an adequate number of balls available?
- 13.30 Is the stand capacity, both covered and uncovered in accordance with the FIH requirements for the tournament?
- 13.31 Is power available for the press stand?
- 13.32 Is there adequate covered space and power for team video camera positions?
- 13.33 Have ball girls / boys been selected and trained?
- 13.34 Are flagpoles (and flags of participating countries and FIH) in place?
- 13.35 Are tapes / CDs of the National Anthems available?
- 13.36 Are the facilities for training and warm-up in accordance with present FIH requirements?
- 13.37 Are the offices and meeting rooms – as specified in the FIH technical requirements - available?
- 13.38 Is equipment in these rooms in accordance with the present FIH requirements?
- 13.39 Is catering arranged for these facilities?
- 13.40 Are facilities for religious duties up to standard?



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**Notes**

- 1 It should be noted that a great variety of permits are required these days with lead times up to 3 months. Local authorities / police / fire brigade will have this information.
- 2 Experience has taught that initial plans will (have to) be adapted regularly. It is of ultimate importance that all parties work from the latest version.
- 3 Great attention should be given to the right sequence of logistic moves (e.g. no furniture before marquees are established!). Especially after the tournament is over, everybody wants to move at the same time and a proper schedule is a must.
- 4 It has proved to be extremely efficient and cost saving to have handy men (or women) available throughout the tournament.
- 5 To ensure proper care for players and a smooth run of the tournament a direct line of communication between the Field Manager and the Tournament Director is essential.
- 6 A clear schedule for teams which changing room they can use and for how long is essential to enable cleaning staff to make the rooms tidy and clean for the next teams.
- 7 Make sure that at these facilities (often outside the venue) staff for watering, general assistance and catering is available. Back up facilities for watering and stand by power unit.

## Section 14

### Dope Testing

(See F.I.H. Anti-Doping Code for full details.)

#### Scope

This section covers all aspects of dope testing, including the necessary facilities, equipment and personnel.

#### Purpose

To plan for, conduct and report on dope testing. The aim is to ensure that samples are collected with absolute certainty that they are uncontaminated and belong to who is supposed to have given them, whilst ensuring that all necessary reporting is correctly completed.

It is equally important to maintain confidentiality over who is selected for dope testing and on the test results.

A subsidiary purpose can be to educate players and officials in the procedure and the steps players need to take to protect their own interests.

#### Checklist

- |      |    |   |
|------|----|---|
| 14.1 |    | Has a budget for dope testing been prepared and accepted by the organising committee? (This will include transport of the sampling equipment to / from an IOC-accredited laboratory, the testing costs, and payment / meal / accommodation / travel costs of staff.)  |
| 14.2 | -1 | Has someone with experience in supervising the sample-giving process and of completing the documentation been appointed and confirmed their availability?   |
| 14.3 | -2 | Have suitable rooms at the venue been identified and reserved for the dope testing procedures?  |
| 14.4 |    | Does one of the dope testing rooms have the following? <ul style="list-style-type: none"> <li>☞ internal toilets big enough to allow for supervision of the player by a marshal while the urine is passed</li> <li>☞ washbasin with running water, soap and hand towels for washing hands.</li> </ul>   |
| 14.5 | -3 | Has the number of sampling kits agreed been ordered from an IOC-accredited laboratory and arrangements been made to transfer them to the venue?   |
| 14.6 |    | Has the following equipment been arranged for the dope testing rooms? <ul style="list-style-type: none"> <li>☞ two tables (one for writing up reporting forms and one for storing sample kits, i.e. beakers to collect urine, and flasks and containers to keep and transport the urine)</li> <li>☞ four chairs suitable for sitting at the table and writing (chairs are needed for the doctor, marshal, player and any person accompanying the player)</li> <li>☞ four easy chairs for players, officials and dope testing staff to relax in</li> <li>☞ lockable fridge: the urine samples need to be stored in a refrigerator until they can be sent to the IOC laboratory. Alternatively, the refrigerator must be otherwise controlled to eliminate the possibility of manipulating the samples. If this alternative procedure is to be used, it must be agreed in advance with the doctor.</li> </ul> |
| 14.7 | -4 | Has a daily supply of sealed container water and soft drinks been arranged for the dope testing rooms?  |
| 14.8 | -5 | Has a plan been developed to keep the dope testing rooms as pleasant as possible each day they are to be used for sampling?   |

- 14.9 -6 Has the intention to perform drug testing been advertised in pre-event communications to national associations and this confirmed at a Team Managers' meeting before the event?
- 14.10 Have signs been requested to mark the rooms themselves as to who may enter (e.g. "Players giving samples, accompanying persons, drug testing staff, and Tournament Director ONLY")?
- 14.11 -7 Have personnel been assigned to liaise with the Tournament Director on selection of those to be tested and to carry out the task of notifying the players concerned and their Team Managers?
- 14.12 -8 Has an official been named to receive the dope test analysis reports?
- 14.13 If the dope testing funding is not directly by the organising committee (e.g. by an NOC or government sports body), is there to be early liaison with the funding or testing body to ensure an agreed manner of selecting players, obtaining the samples, conducting the tests and notifying the results?
- 14.14 Does the named official know to ask for the results if they are not to hand by the agreed date?
- 14.15 Does the named official know how to notify the F.I.H. both of "all negative" and "not all negative" situations?

## Notes

- 1 This is usually a qualified medical practitioner (perhaps the event doctor (see 15.2)), but may be an experienced dope testing officer from a body such as the NOC.
- 2 Having two rooms is ideal, with one used as the waiting room. If there is only one room available, there should be some separation (e.g. a screen) between the act of passing urine and interviewed by the doctor, and that of waiting and drinking in order to pass the urine.
- 3 Normally these are supplied in cases containing 12 sampling kits. More kits must be ordered than intended tests, so that players always have a choice of sample containers.
- 4 These must not be over-chilled as this can cause illness if drunk in large quantities. For similar reasons, water should be still, not fizzy. Drinks containing caffeine (e.g. Coca-Cola or Pepsi Cola) must not be offered to players. Water containers should be small (e.g. 0.5 litre), as once one is opened it can only be used by the player who opened it. Where possible the containers should be made of glass.
- 5 Examples:
- ☞ a generously sized waste bin for empty drinks containers
  - ☞ Daily (or more frequent) cleaning: as signs will be erected saying "authorised personnel only", only who normally clean the room may bypass it
  - ☞ Reading material (e.g. hockey magazines, newspapers)
  - ☞ Elimination of unpleasant odours (e.g. air freshener spray)
  - ☞ posters or display material on the walls
  - ☞ TV or radio
- 6 A form for declaring dope being taken is included in Appendix 14.1.
- 7 The personnel need to be briefed on their role, including the need on their role, including the need to try and preserve the confidentiality of selection, ensuring Team Managers as well as players are aware of the selection, and that *no-one is notified of the selection of a player until after the match of the day of that player.*
- 8 For F.I.H. events, this is the Executive Director of the F.I.H.



## Section 15

### Medical Services

#### Scope

This section describes the medical personnel and facilities required, including doctors, physiotherapists, etc. It does not cover personnel or facilities for dope testing (Section 14).

#### Purpose

To ensure that everyone involved in the event, but primarily players, has ready access to medical support services to deal with injuries and sickness, both on and off the pitch.

#### Checklist

- |       |    |   |
|-------|----|---|
| 15.1  |    | Has a budget for medical services been prepared and accepted by the organising committee? (This budget will include costs for doctors' travel, time, accommodation and subsistence; medicines; medical supplies such as elastic bandages and plasters; and any other equipment agreed.) |
| 15.2  |    | Has a qualified doctor (with knowledge of IOC doping regulations and preferably experienced in sports injuries) been appointed to be in overall charge of all medical services and facilities at the event?   |
| 15.3  |    | Have doctors been assigned to deal with on pitch injuries, when necessary with a schedule such that <i>there will always be a doctor on duty at the venue</i> ?   |
| 15.4  | -1 | Has a medical examination room been arranged at the venue, reasonably near the field of play?   |
| 15.5  | -2 | Has a procedure been established and communicated to Team Managers as to how they secure medical assistance away from the venue (e.g. at their hotel during the night)?   |
| 15.6  |    | Has the person in overall charge of medical services considered whether contact should be made with the casualty department of the local hospital, alerting them to the event and the possibility of players, officials or spectators needing emergency treatment?                      |
| 15.7  |    | Has a plan been developed to deal with injuries or illness amongst event personnel or spectators?   |
| 15.8  |    | Have physiotherapists been arranged for umpires?  |
| 15.9  | -3 | Has physiotherapy room been established at the venue?   |
| 15.10 |    | Have signs been requested from Communication (Section 4) to indicate how to reach the medical and physiotherapy rooms, and for the doors themselves (e.g. on the doctor's door "Event doctor: knock and wait")?   |
| 15.11 | -4 | Have the times of availability and a procedure for booking physiotherapy been established and publicised to Umpires' Managers (with any conditions associated with treatment)? (See F.I.H. Medical Requirements for full details.)  |

#### Notes

- |    |  |
|----|--|
| -1 | Equipment required includes an examination couch (with a supply of couch rolls), a toilet, a table and three chairs, soap, hand towels, and a washbasin with running water. A phone line with direct outward dialling is required for use in an emergency, or when a confidential matter is being discussed. A lockable cupboard for medicines and other medical supplies is also needed. Additional medical equipment is highly desirable: it is particularly useful to have access to: |
|----|--|

- ☞ a wheelchair
- ☞ Splints
- ☞ a defibrillator
- ☞ Oxygen

The medical room can be adjacent to the drug testing rooms (see Section 14), but must be an addition to that facility.

- 2 The duty doctor must be familiar with dope testing and allowable medicines and must have access to a map of the city, with information on the location of the hotels, their phone numbers and which players are staying at each.

It is unlikely that a hotel's in-house service will suffice, and so the exact details of how to contact the duty doctor must be available to all Team Managers.

- 3 Equipment required includes a treatment couch (with a supply of couch rolls), screens, soap, hand towels and a washbasin with running water. This can be part of a medical suite (see note 3), but must be in addition to the medical and drug-testing rooms. Also required are supplies of ice and cooled bottle water.
- 4 Any charge is normally on the event's budget. In exceptional circumstances where individuals must pay, it is important this is communicated to the F.I.H. before the event. (This also applies to medical services and reasonable initial quantities of medicines.)

## Section 16

### Match Schedule

#### Scope

This section covers aspects to take into consideration when composing the match schedule.

#### Purpose

To compose a match schedule that respects the basic requirements of the FIH (e.g. rest hours) and will bring capacity crowds, maximum TV coverage (if applicable) as well as advantage to the home team within a fair distribution of the matches.

#### Checklist

- |       |    |  |
|-------|----|--|
| 16.1  |    | Have the requirements of the host broadcaster (when applicable) been investigated?                                     |
| 16.2  | -1 | Has the preferred sequence of playing opponents been asked from the home team?   |
| 16.3  | -1 | Has the preferred starting time per day been established for the home team?  |
| 16.4  | -2 | Have the pros and cons of more sessions per day been evaluated?  |
| 16.5  | -3 | Have competitive activities (other sports, TV, etc.) been looked at for the period concerned?                          |
| 16.6  |    | Has adequate time been allocated between matches for cool down / warm up of players and for cleaning the team benches? |
| 16.7  |    | Have school hours / working hours been taken into account?   |
| 16.8  |    | Have rest days been planned correctly?   |
| 16.9  |    | Has adequate time been allocated between matches for extra time in play off matches?                                   |
| 16.10 |    | Have opening and closing ceremonies been catered for?  |
| 16.11 | -4 | Have rest hours been adhered to?   |
| 16.12 | -5 | Has the FIH signed off the proposed schedule?  |
| 16.13 | -6 | Have all fall back schedules been established in case of interruption of matches?                                      |

#### Notes

- 1 The input of the home team management may result in better performance and motivation leading to more spectators / TV coverage.
- 2 Properly established sessions may generate more gate money but will also bring additional costs for printing, ticket control and cleaning.
- 3 Popular TV programmes or coverage of other sporting events may have a negative effect on the number of spectators. This type of overlap should be avoided.
- 4 The FIH requires a resting time of 22 hours between the starting time of matches on 2 consecutive days followed by a rest day.
- 5 Proposed match schedule – with comments when necessary – must be sent to the FIH to sign off before it can be published.
- 6 Thought should be given to fall back schedules in case matches have to be transferred to other days or fields of play.

## Section 17

### Protocol / Presentations / Ceremonies

#### Scope

This section deals with public ceremonies and presentations (such as opening ceremonies, medal presentations, etc.) and with the correct protocol in dealing with VIPs.

#### Purpose

To ensure that presentations and ceremonies run smoothly, enhancing the overall image of hockey and of the event, and that VIPs such as royalty or senior government are accorded proper priority of treatment.

#### Checklist

- |       |     |  |
|-------|-----|--|
| 17.1  | -1  | Has a complete list of ceremonies been developed and agreed with the organising committee?   |
| 17.2  |     | Has a single individual been given responsibility for planning, rehearsing and staging all presentations and ceremonies?   |
| 17.3  | -2  | Has the duration of each ceremony been planned and validated, and the general format of each agreed with the organising committee?   |
| 17.4  | -3  | Have rehearsals been planned for all ceremonies and presentations?   |
| 17.5  |     | Have Communication (Section 4) and Travel / Transport (Section 8) been advised of travel, assembly, and dispersal arrangements of players, Team Managers and officials involved at major ceremonies? |
| 17.6  | -4  | Have all presentations or ceremonies involving people who have not participated in a rehearsal been planned so as to be "foolproof" for them?  |
| 17.7  | -5  | Have all ceremonies, and especially presentations, been planned to ensure that spectators, TV and photographers have a clear view of the event?  |
| 17.8  | -6  | Have the people making the presentations been confirmed?   |
| 17.9  | -7  | Have any people making speeches been confirmed?  |
| 17.10 | -8  | Are presentation parties aware of when and how they should leave the field of play?  |
| 17.11 | -9  | Has the timing of any opening or closing ceremony been considered in light of other activities?  |
| 17.12 | -10 | Has the selection of presentation personnel given consideration to their "status"?   |
| 17.13 | -11 | Has the dress of all presentation participants been considered, a standard published, and plans made to police that standard?  |
| 17.14 | -12 | If flags or anthems are to be used, has a careful check been made to ensure they are correct? (See F.I.H. Protocol Requirements for full details.)   |

#### Notes

- 1 This will include opening and closing ceremonies, presentation of medals / trophies / prizes, and *ad hoc* presentations (e.g. raffle winners, or to recognise past or current contributions to hockey).



- 2 Ceremonies are better shorter than longer, as a general rule. A ceremony that “drags” in the eyes of players or spectators can detract from the event (or even become an embarrassment) rather than enhance it. Durations must be carefully estimated: speeches can take a long time if not limited specifically, and march-ons of players and officials can take longer than one might think. Allow time for translation of speeches, if relevant. A series of speeches is best avoided, or players and spectators may lose interest in the ceremony.

The Tournament Director and Media Officer must be informed of the planned duration of all ceremonies.

- 3 Rehearsals are crucial to polished ceremonies and presentations. Times and dates need to be agreed well in advance, and commitment reached from all participants (other than players and Team Managers). All aspects of the presentation need to be rehearsed, including march-ons of players, but this can be simulated by one or two people per country

Smoothness comes from rehearsal, with clear instructions to each participant. Paying particular attention to the cueing of key people is important. The less visible the cueing, the more professional the appearance, e.g. the person holding the name card of the leading country in a march-off of assembled teams needs to receive a signal on when to start, needs to know who will give it, and where they will be.

- 4 “Foolproof” implies that all non-rehearsed participants have only to follow the person in front, stopping when they do. It is best to avoid any situation where a non-rehearsed participant can go wrong. An example would be requiring the leading player in a march-on to follow a set distance behind a rehearsed flag carrier. Better not to have a gap at the front of the group of players, or have another rehearsed participant at the correct distance.

The space reserved for a team of players also needs handling in a similar way: the last player in a group may not move as far forward as planned – a solution is having a trailing rehearsed participant who ensures that happens.

The requirement is less difficult for presentations, as the VIPs involved can be briefed; but again, a format which has rehearsed participants reduces the risk of error and embarrassment for the organisers and the VIPs.

- 5 For presentations, this often requires the use of barriers or ropes to stop encroachment, and the use of raised platforms for the participants. It is crucial that clear uninterrupted views are given to photographers and TV, and this usually requires a cordoned-off area of at least six metres in front of the presentation area.

- 6 It is normal to have two people making a presentation, but is possible to use three, with the third accompanying the actual presenters.

It is important that presentation parties are not changed at short notice unless absolutely necessary – this causes confusion for announcers and, if present, TV commentators. If changes must be made (e.g. a VIP leaves early), it is important that any change is confirmed quickly to the announcer and any TV commentators.

For F.I.H. events, the selection of presentation parties shall be proposed by the organisers, but the final decision lies with the F.I.H.

- 7 See second paragraph of note 6
- 8 Cueing can be effective here, e.g. “Thank you very much, Mr / Madam President” announced on the public address system.

- 
- 9 If a session is immediately to follow an opening ceremony, the players in the first match will probably refuse to take part in the ceremony. They will also wish to know the planned duration of the ceremony.  

A closing ceremony may not hold the attention of spectators unless it is brief or attractive to them and it is held immediately after the final.

An opening ceremony can be held after play if the event has started: e.g. the first evening when play started in the morning, if thereby it is likely there will be a larger audience.
  - 10 For example, the most senior VIP present to take part in the most prestigious presentation.
  - 11 It is important that players or officials in, e.g. an opening ceremony or medal presentation are dressed appropriately. Casual or partial hockey dress (e.g. tracksuit top and jeans) should not be permitted as it gives a poor image to the ceremony. Normally one should expect teams to wear full tracksuits or team uniforms. The planned dress and other rules should be communicated via Communication (Section 4) in advance of the event and at the Team Managers' briefing meeting. Participants in medal ceremonies need to be reminded of the standard and someone given the job of stopping inappropriately dressed players from participating.
  - 12 Some F.I.H. Member Associations do not align exactly with commonly accepted national boundaries, so a national flag may be inappropriate. There can also be severe embarrassment (or worse) if a flag is hung upside down, or the wrong anthem played.

## Section 18

### Catering

#### Scope

This section covers catering of all types: at the venue for spectators, players, officials, VIPs, sponsors and their guests, and volunteers; and at hotels.

#### Purpose

To ensure primarily that players, officials and volunteers have ready access to food and drinks of good quality and at market prices whilst at the venue, or in other places such as help desks or training grounds.

#### Checklist

- |       |     |   |
|-------|-----|---|
| 18.1  | -1  | Has an estimate been made of the numbers of players, officials and volunteers each day who <i>must</i> eat or drink at the venue?   |
| 18.2  | -2  | Has an assessment been made of the ability of the planned catering service to cope at least with the demand estimated in 18.1?  |
| 18.3  | -3  | Has a budget been developed in consultation with the organising committee on the cost of food and drink to be supplied free?  |
| 18.4  | -4  | Has a method been agreed for control of distribution of free food or drink?   |
| 18.5  | -5  | Have separate restaurants (cordoned-off areas) been agreed for the use of players, officials and volunteers?  |
| 18.6  |     | Have the catering arrangements been advised to Communication (Section 4) for use in signage, newsletters, and briefing meetings?  |
| 18.7  | -6  | Is there a plan to address the needs of those with any special catering requirements?   |
| 18.8  | -7  | Have the style and type of food to be available been reviewed for suitability?  |
| 18.9  | -8  | Have the catering needs of people working away from the venue been considered?  |
| 18.10 | -9  | Is a separate catering facility planned for VIPs, sponsors, officials or other guests?  |
| 18.11 | -10 | Have the dates and hours of opening of the general catering facility been agreed and publicised?  |
| 18.12 |     | Have arrangements been made to cater for the possibility that players or officials may require late evening meals (sometimes after midnight) or early breakfasts (sometimes as early as 6 a.m.) at their hotels (liaison required with Hotels / Accommodation (Section 7))? |
| 18.13 |     | Will there be effective access control to all restricted catering or hospitality areas (e.g. players only, officials only, VIPs and guests only)?   |

#### Notes

- 1 People expected to fall into this category are volunteers (admin staff, media officers, help desk support, control staff, etc.), umpires, officials, ball boys / girls. (See Section 20 note 1 for checklist.)
- Anyone who has to be "on duty" or at work for more than say two hours will need access to liquid refreshments.
- Anyone who has to be "on duty" or at work for more than say four hours will need a scheduled break allowing access to food.

Players must be included in this category if the schedule requires food at the event.

Note that the number will vary by day depending on the match schedule.

- 2 Experience of the venue's catering service in action or observation of its operation can be as important as assurances that "it can cope" received from its management. If the scale of operation is much greater than normally handled, careful review (in co-operation with management) is recommended of staffing levels (e.g. to serve meals and to clear away tables) and logistics (e.g. a single queue or a single cash point can be a severe bottleneck.)

In doing any review, remember that demand can peak suddenly and the service must be able to adapt quickly.

Any additional catering service must comply with environmental health regulations, e.g. sandwiches need to be kept refrigerated.

- 3 It may be that all food and drink must be purchased by the consumer. However, it is not uncommon to provide free drinking water, soft drinks or tea / coffee. It is also not unusual to provide meals for categories of volunteers as the only "compensation" they receive for volunteering or giving their services free.

- 4 This is often by a system of vouchers issued at the start of the event to all eligible recipients. These vouchers are then arranged to be accepted *in lieu of* cash. It can be simpler to use accreditation badges provided the possibility of misuse is thought small or acceptable.

If food and drink is freely available, there has to be an access control to ensure that only those that are eligible can enjoy the catering.

- 5 Complete separation is ideal, not least for security. If this cannot be achieved, separate queues and payment points from the general public are required to avoid delay for players and officials.

- 6 Example – doctors, umpires or announcers may be on duty for extended periods and delivery of snacks or drinks to their duty station may be of great assistance.

- 7 Example – there should be supplies of salads and fresh fruit, with plenty of bread pasta dishes, rice, fruit juice, and milk, especially for players.

☞ Food should not consist of only one type (e.g. hamburgers)

☞ If numbers warrant it, different cuisines can be catered for (e.g. Western, Chinese, Japanese)

☞ Special dietary requirements should be considered (e.g. vegetarian, halal, kosher).

- 8 Example – transport drivers and people working at hotel help desks. Their catering needs also typically extend from several days before play starts (e.g. in the case of drivers) until a day or two after the end of play in the event.

- 9 This is highly desirable, as it allows recognition of the special status of VIPs, sponsors, officials or other guests. It may even be appropriate, if facilities permit, to have multiple "hospitality suites", allowing differing groups to use them for their own entertainment purposes. *This is especially important for any major sponsor.* Signage and newsletters need to refer to these (Communication (Section 4)).

- 10 For players and officials, the restaurants should open no later than one hour after the start of play and close no sooner than one hour before the scheduled end of play. For volunteers and others, some of whom may be travelling daily to the venue, much earlier opening may be required, e.g. for breakfasts on arrival. Publicity of planned opening hours is important to set expectation. Equally important is adhering to the published plan, and showing flexibility when required (e.g. play running late). Dates must take account of catering need of volunteers who are involved on days before play starts, e.g. field staff, security, media centre staff, etc.

## Section 19

### Functions / Meetings

#### Scope

This section covers the organisation and scheduling of social functions connected with the event, such as welcome parties, dinners and banquets. It also covers all meetings held during the period of the event.

#### Purpose

To ensure that social functions:

- ☞ scheduled with proper regard for the time constraints on the intended participants
- ☞ planned within any budgetary constraints
- ☞ designed to give enjoyment to the participants.

A second aim is to ensure that meetings held during this period of the event and not concerned with the planning itself are scheduled effectively and integrated into other aspects of planning.

This section does not cover routine catering (see Section 18).

#### Checklist

- |       |     |   |
|-------|-----|---|
| 19.1  |     | Has a single individual with catering or function organising experience been given responsibility for all functions?  |
| 19.2  | -1  | Have all potential hosts for functions been identified?   |
| 19.3  | -2  | Has a plan been drawn up for the number of functions and the intended participants at each?   |
| 19.4  | -3  | Has a schedule for all functions been established?  |
| 19.5  |     | Has the function plan been agreed with the organising committee, and, for F.I.H. events, with the Tournament Director?  |
| 19.6  | -4  | Have potential hosts for each function been approached?   |
| 19.7  | -5  | Has a confirmed agreement been reached with each function host on venue, date, time, those to be invited, and payment for the venue / catering?                                   |
| 19.8  |     | Have the travel requirements (e.g. where to / from, numbers, function arrival and departure times), of those attending functions been agreed with Travel / Transport (Section 8)? |
| 19.9  |     | Have the functions plans (including travel) been passed to Communication (Section 4) for inclusion in newsletters, briefing meetings, notices, etc.?                              |
| 19.10 | -6  | Has the method of invitation for each function been agreed?   |
| 19.11 | -7  | Has the method of checking entitlement to entry at each function been agreed?   |
| 19.12 | -8  | Has expected dress of those attending each function been decided and communicated?  |
| 19.13 | -9  | Has a plan been developed for speeches / presentations at the functions?  |
| 19.14 |     | Have arrangements been made so that all those attending will be able to see and hear anyone making a speech or see any presentation at each function?                             |
| 19.15 | -10 | Has a trial run of functions been considered?   |

- 19.16 Have the food / drink logistics at each function been planned so that all present can obtain some without a lengthy wait, and that there is a guarantee that food and drink will not run out?
- 19.17 -11 Have national and continental bodies and the F.I.H. been consulted on which meetings they wish to hold during the event?
- 19.18 Has a schedule for meetings (19.17) been settled with the relevant bodies, and responsibility agreed for bookings and paying for facilities (e.g. rooms, refreshments), and any subsequent communication of modifications to the schedule?

## Notes

- 1 These include the F.I.H., the National Association, national government, local government, event sponsors, and the organising committee.
- 2 These can include functions for the following groups, either individually or in various combinations:
- ☞ players
  - ☞ officials
  - ☞ Tournament Director
  - ☞ umpires
  - ☞ all other voluntary workers (stewards, help desk, transport, liaison and interpreting personnel, administrative staff, etc.)
  - ☞ VIPs
  - ☞ organising committee / Section Heads
  - ☞ media
  - ☞ sponsors
  - ☞ civic and national government
  - ☞ guests
  - ☞ F.I.H. officials
  - ☞ delegates from other National Associations
- 3 Factors to be considered in developing this schedule include:
- ☞ holding them on dates when all, or most, intended participants are available (e.g. a welcome party not too early, a farewell party not too late)
  - ☞ using times that do not conflict with other aspects of the event (not an officials' party, whilst play is in progress or too soon after that; not a players' party from 9 p.m. to midnight when play starts the next day at 9 a.m.; not a party for players starting at a published time immediately after play for the day has ended, when play might run late and disrupt the function).
- Good advice is not to be too adventurous with the style or nature of functions: do what you can do best.
- 4 This can mean liaison with Sponsorship (Section 6).
- 5 This may either form part of the event's budget, (e.g. travel for those attending; or the whole function paid for) or, if being paid totally by the hosts on the nature of the catering. This is a contract and there should be liaison with Finance / Administration (Section 2), e.g. see 2.10.
- Arrangements should be regularly revisited to ensure any changes made are known about and acceptable.

- 
- 6 This can be done by invitation card, displayed notice, communication at briefing meetings, information in newsletters, or a combination of all these. Reminder notices in prominent places showing date, time, people invited and assembly points can be useful. It is important that invitations are issued early before those to be invited make other plans.
  - 7 This can involve checking event accreditation or possession of formal invitation, but can also explicitly be decided to be “no checking”. Whatever method is chosen, it must be able to deal sympathetically with lost or forgotten invitations, unexpected VIPs, etc.
  - 8 Example – team uniforms or tracksuits: formal or informal. This must be communicated well in advance of each function and clearly stated on all invitations.
  - 9 Examples:
    - ☞ Who will speak to welcome those present?
    - ☞ Who will thank the hosts on behalf of those invited?
    - ☞ are there any presentations to be made (make sure recipients know!)?
    - ☞ How long will the speeches last and when will they be made? (This can affect planned time for delivery of hot food).
  - 10 If a function (e.g. a closing banquet) is especially important, it is essential to check the food and drink for suitability. Most hotels or caterers will do this free as part of a large contract.

It is also a useful occasion to which to invite sponsors, as it keeps them feeling involved and consulted.
  - 11 Such bodies will often take the opportunity (afforded by groups of officials being present at the event) to hold committee, board or working group meetings. These meetings may then take priority for the officials over their ability to attend functions, so affecting the overall schedule.

## Section 20

### Officials / Volunteers

#### Scope

This section concerns the appointment or recruitment of all people who will assist with planning or staging the event. It assumes the organising committee has already been appointed.

#### Purpose

To ensure that the number and skills of event officials is appropriate to stage the event effectively whilst keeping expenditure to a reasonable level.

#### Checklist

- |      |    |   |
|------|----|---|
| 20.1 | -1 | Has an estimate been made by each Section Head of the number of volunteers who will be required and when they will be needed? |
| 20.2 | -2 | Has a recruitment drive been planned and implemented?   |
| 20.3 | -3 | Has the required dress or uniform for all volunteers been decided?  |
| 20.4 |    | Has a file of contact details been prepared for all volunteers?   |
| 20.5 | -4 | Is there a plan to send letters of confirmation to all volunteers?  |
| 20.6 | -5 | Has recognition of volunteers been planned?   |
| 20.7 | -6 | Has the "reward" for different groups of volunteers been reviewed for comparability?  |

#### Notes

- 1 The following category list may prove helpful as a check:

- ☞ Umpires <sup>1</sup>
- ☞ Technical Officials <sup>1</sup>
- ☞ Match results service
- ☞ Ball boys / girls
- ☞ Security Personnel
- ☞ Stewards
- ☞ Transport drivers and control room staff
- ☞ Field maintenance and cleaning staff
- ☞ Doctors, physiotherapists, and drug test marshals
- ☞ Media support personnel
- ☞ Statisticians
- ☞ Administration staff, including finance staff
- ☞ Hotel liaison and help desk staff
- ☞ Sponsor support personnel
- ☞ VIP / guest hospitality liaison staff
- ☞ Venue enquiry desk staff
- ☞ Handy men
- ☞ Presentation staging staff
- ☞ Programme and merchandise sellers
- ☞ First Aid staff

<sup>1</sup> These may be F.I.H. appointed.



- 2 Usually this will be aimed at recreational and club hockey players, but all sources of recruits should be considered. In recruiting people, information should be given on the jobs available and skills needed, with an honest view of the nature of the job. Volunteers should be allowed to suggest jobs they would like to do and should be asked what normal job they do and skills they possess. A scan of these may highlight someone who is suited to a particular job.
- Previous volunteers and their relatives and friends are often the most fruitful area of recruitment.
- 3 Uniforms such as blazers, sweaters, tracksuits, or other forms of dress may be appropriate for certain categories of helper: e.g. sweaters for ball boys /girls enhances the on pitch presentation.
- 4 Written communication avoids misunderstanding. It is suggested this communication should address the following points:
- ☞ Dates of involvement
  - ☞ Title of voluntary position and outline of duties
  - ☞ Likely or agreed hours of work each day
  - ☞ Reporting time and place each day, and how to report non-availability (e.g. due to sickness)
  - ☞ What facilities will be provided and what expenses must be met by the volunteers, e.g. who will pay for travel to place of work each day, accommodation, meals, uniform
  - ☞ What clothing is to be worn (e.g. uniform, sweaters, own casual clothes).
- 5 Most volunteers are enthusiastic and expect little in return. It is important, however, to enhance motivation and morale. Some ideas on how this can be done are:
- ☞ Make work fun!
  - ☞ Training for the job to be done
  - ☞ Provision of uniforms or other items (such as training shoes) which can be kept after the event
  - ☞ Lapel pins issued only to volunteers
  - ☞ Personal letter of thanks (before and after the event) from a senior official or civic dignitary
  - ☞ A party for volunteers
  - ☞ A prize / lottery reserved for volunteers at no charge, with prizes donated by sponsors and others associated with the event
  - ☞ Letter from Section Heads to their "team"
  - ☞ Names in the official programme
  - ☞ Giving some volunteers (based on their effort and contribution) tickets to finals or entry to the VIP hospitality suite
  - ☞ A well organised meeting / function before the event.
- 6 If one group of volunteers receives free uniforms and meals and another group doesn't, it can cause friction. Absolute equality is impossible, of course, but if e.g. field staff are seen as "favoured" because they can see the play, perhaps arrangements can be made to allow off-duty volunteers in other capacities to get seats on the stands.

## Section 21

### The Right Image

#### Scope

This section concerns the image of the event in the eyes of spectators either attending the event or watching it on television.

#### Purpose

To present the event in a way that gives spectators immediate and lasting impressions of a highly professional, well-designed and well-presented event.

#### Checklist

- 21.1 -1 Have all the Section Heads been encouraged to recognise the importance of presenting a good image, with specific ideas on how this can be achieved?
- 21.2 -2 Has a meeting been held with appropriate Section Heads to review their plans and make suggestions on producing the best image?

#### Notes

- 1 The role of the head of this section is to heighten awareness among other Section Heads of the need to present a good image and to encourage and motivate them to give this their attention when inevitably they will have other difficulties and pressures to deal with.  
  
This can be done by a presentation to all Section Heads and /or bilateral meetings with each Head.  
  
Image presentation should form part of the "vision" for the event (see note 4 in Planning / Organisation (Section 1)).
- 2 Some ideas are listed in Appendix 21.1

## Appendix 21.1

<b>Section</b>	<b>Area</b>	<b>Ideas</b>
4	Communication	☞ Standard colour schemes, lettering, graphics and logos on signage
5	Marketing / Promotion	☞ Appearance of any retailing stands ☞ Dress / uniform of programme / merchandise sellers
6	Sponsorship	☞ Standard design and size of perimeter boards ☞ Appearance of material seeking sponsorship
8	Travel/Transport	☞ Drivers' dress / uniforms
10	TV	☞ Choice of commentator
12	Ticketing/Accreditation	☞ Consistency with signage
13	Field Equipment	☞ Players identifiable ☞ Identical equipment on each field ☞ No visible cables (TV, scoreboards, microphones) ☞ Clock, scoreboard ☞ Co-ordinated colouring of ancillary items such as stick bins, water bins ☞ Dress / uniform of all personnel including ball boys / girls ☞ Use of flowers / flags to enhance appearance
15	Medical Services	☞ Uniform for on-duty personnel / First Aid personnel
18	Entries/Results	☞ Consistency with signage ☞ Quality, legibility, accuracy and up-to-date nature of public scoreboards
17	Protocol, Presentations, Ceremonies	☞ Well-rehearsed ceremonies ☞ "Professional announcer" ☞ Prevention of unauthorised photographers / spectators accessing the field of play ☞ Clear view of ceremony for all spectators / TV / Press photographers (presentation area must be physically cordoned-off) ☞ Any speeches to be brief and audible ☞ Interviews with players that can be heard by spectators ☞ Consistency of clothing of participants (e.g. teams in full tracksuits) ☞ No delay or gap before the presentation (e.g. announcer "filling in") ☞ Presentation at the end of the event ☞ Use of flowers to enhance appearance
19	Functions / Meetings	☞ Consistency with signage on menus, place cards, etc.
20	Officials / Volunteers	☞ Dress / uniforms
22	Security / Health / Safety	☞ Dress / uniforms of stewards ☞ Strict control of access to field of play and control of photographers (kept sitting down, in correct areas).

## Section 22

### Security / Health / Safety

#### Scope

This section deals with all aspects of physical emergencies and access control, including prevention of theft and the handling of emergencies. It also deals with preserving the health and safety of all associated with the event.

#### Purpose

To ensure that all appropriate measures are taken to ensure the physical safety and security of everyone involved with the event, including spectators, players, officials, and volunteers. A second aim is to minimise the risk of theft.

#### Checklist

- |       |     |  |
|-------|-----|--|
| 22.1  | -1  | Has a single individual been given responsibility for security, health and safety?   |
| 22.2  |     | Has preliminary review of all aspects of security, health and safety been undertaken and agreement reached by the organising committee about the risks that exist and the measures to be taken?  |
| 22.3  | -2  | Has a list been prepared of all areas that are not open to the general public, with all means of entrance and exit to each area, and the measures that will be used to control access to each area?  |
| 22.4  | -3  | Has a plan been developed to control entry to each restricted area and to monitor those present in each area?  |
| 22.5  | -4  | Has the budget for stewarding been developed, and agreed by the organising committee?  |
| 22.6  |     | Has Ticketing / Accreditation (section 12) been advised of the list of restricted areas (22.3)?  |
| 22.7  | -5  | Has a plan been prepared on how, where and when to brief stewards on their responsibilities?   |
| 22.8  | -6  | Has an inventory been prepared of all capital and other items that will need special precautions against theft?  |
| 22.9  |     | Have plans been prepared for the security of each item on the list (22.8)?   |
| 22.10 | -7  | Has public liability insurance been obtained for the event?  |
| 22.11 | -8  | Has the person responsible for each aspect of the organisation been asked to review the security, health and safety issues in their own area and to encourage all their helpers and staff to highlight issues identified during planning or that arise once the event is being staged? |
| 22.12 | -9  | Has a review been held with the venue management on the handling of evacuation in the event of an emergency?   |
| 22.13 | -10 | Has the venue been arranged so that there is a physical separation between players / officials and spectators both during entry and whilst on the field itself?  |
| 22.14 |     | Have visiting players / officials and volunteer workers been advised via Communication (Section 4) that they must make their own insurance arrangements against theft / injury?  |
| 22.15 |     | Have arrangements been made to establish a secure area where players may leave equipment without obstructing seating?  |

## Notes

-1 It is important to realise that a collective responsibility for these matters lies with the organising committee and, in their specific areas, with Section Heads. The appointment is to ensure that there is focus on these matters and that risks to security, health or safety are identified and managed.

-2 Examples include:

- |                      |  |
|----------------------|--|
| ☞ Spectator seating  | ☞ Field of play                            |
| ☞ Practice fields    | ☞ Changing rooms                           |
| ☞ Meeting rooms      | ☞ Restaurants / cafeterias                 |
| ☞ Medical suite      | ☞ Seating areas (players, officials, etc.) |
| ☞ Dope testing rooms | ☞ Administrative offices                   |
| ☞ Media centre       |  |
| ☞ Transport          |  |

-3 Entry control can be by many methods (turnstile, badge reader, keys, etc.) but is usually by means of stewarding or security staff.

Consideration needs to be given both to controlling access (usually by reviewing a ticket or accreditation) and to monitoring (checking that people in a given area are entitled to be there).

For key areas, such as the field of play, a highly visible means of monitoring may be required for certain groups, e.g. requiring photographers to wear a numbered waistcoat or an armband, although the former is preferable as it eases monitoring.

Keys can be an effective control to rooms that are used occasionally or by a small number of people. Spare keys are often needed, however.

-4 This must take account of meal breaks, shifts, etc.

-5 This will include familiarisation with the appearance of all tickets and passes.

Stewards need to know when, if ever, they can leave their restricted area access point, and how to deal sympathetically with people with lost or missing access authority.

-6 Examples include:

- |                                       |                   |
|---------------------------------------|-------------------|
| ☞ Trophies                            | ☞ Radio equipment |
| ☞ Mobile phones                       | ☞ Pagers          |
| ☞ Copiers                             | ☞ Typewriters     |
| ☞ Fax machines                        | ☞ Pagers          |
| ☞ Personal computers, terminals, etc. |                   |

Consideration should also been given to portable equipment brought by the media. This may require extra security or stewarding of the media suite.

-7 This is a requirement for F.I.H. events and is strongly recommended for all other events.

-8 The range of security, health and safety issues is enormous, and heightening awareness helps contain the risks.

Examples of security, health and safety issues include:

- ☞ loose cables or other articles left in passageways or on the floor (cables should be properly taped down or properly covered)
- ☞ improperly earthed equipment (e.g. scoreboards or computers)

- ☞ lifting heavy loads unaided or without using a safe technique (e.g. moving equipment such as scoreboards, computers, court surfaces, carpets, luggage). This needs special attention as volunteer workers may be unused to lifting heavy objects and may have received no training
  - ☞ transport drivers not taking sufficient rest breaks
  - ☞ theft of personal belongings, laid aside while moving equipment
  - ☞ temporary seating that might collapse
- 9 This includes fires and bomb threat phone calls. The Tournament Director should be advised of plans.
- 10 This may not always be possible but, if so, it should be an explicit decision to accept any risk involved. An insurmountable barrier between the public and players / officials is the ideal, the next big thing being a barrier such as a rope. A physical gap is better than nothing.