

**THE DEVELOPMENT OF A TRACK AND FIELD  
MANAGEMENT MANUAL FOR LOCAL ORGANISING  
COMITTEES IN SOUTH AFRICA**

by

**WILLIEN FOURIE**

**BA Physical Education (US); HED (US); BA Hons. HMS (UFS);**

**M Ed Education (CUT)**

**Submitted in fulfilment of the requirements for the degree**

**PhD Education**

**In the Faculty of Humanities**

**at the**

**Central University of Technology, Free State**

**Promoter: Prof G Schlebusch**

**Bloemfontein**

**September 2013**

## DECLARATION

"I declare that this thesis ***'The development of a track and field event management manual for local organising committees in South Africa'*** is my own work and that all sources used or quoted have been indicated and acknowledged by means of complete references. I further declare that this work is submitted for the first time at the university/faculty towards the PhD degree and that it has never been submitted by me to any other university/faculty for the purpose of obtaining a degree."

.....

Willien Fourie

Bloemfontein

June 2013

# ACKNOWLEDGEMENTS

IN DEO SAPIENTIAE LUX

(The light of Wisdom is from God)

**Without the grace of God and the support from persons mentioned here the completion of this thesis would not have been possible. It is therefore an honour to thank the following persons:**

**Without the grace of God and the support from persons mentioned here the completion of this thesis would not have been possible. It is therefore an honour to thank the following persons:**

- Prof Gawie Schlebusch, my promoter for his guidance, moral support and motivation throughout the study;
- The Central University of Technology, Free State for financial assistance through the innovation fund;
- Prof Albert Strydom, Dean of the Faculty of Management Sciences for his moral support and motivation;
- Dr Hannemarie Bezuidenhout for the language editing and moral support and motivation;
- Dr Rene Haarhoff, Head of the Department of Tourism and Event Management for her moral support and motivation;
- The prayers and encouragement of my family and friends. A special word of thanks to our ministers of the Dutch Reform Church Langenhovenpark, for moral support, prayers in the difficult times;
- Support from several members of the IAAF, ASA and Free State Athletics;
- My gratitude and all the honour go to my Lord and Saviour for the energy, and wisdom to complete this study successfully.

SOLI DEO GLORIA

DEDICATION

*I dedicate this study to My late Mother and Father  
and the late Oom Ivor Potgieter (my father in athletics)*

§

*De Villiers Lamprecht my coach*

## TABLES

Reference applicable to this document refers to either a Checklist or Figure on the CD or in text

Index pages: 1-6 refer to the pages in this document

No	Table	Topic	Page	Reference
1.	Table 4.1	Problems and solutions		In Text
2.	Table 4.2	What to consider within the “ <i>What?</i> ” question		In Text
3.	Table 4.3	Answers to the “ <i>When?</i> ” question.		In Text
4.	Table 4.4	Key questions regarding the “ <i>Where?</i> ”		In Text
5.	Table 4.5	Questions to consider regarding “ <i>Who for?</i> ”?		In Text
6.	Table 4.6	Areas to consider in the Question “ <i>Who watches?</i> ”		In Text
7.	Table 4.7	Valuable attributes for a successful leader.		In Text
8.	Table 4.8	Aspects to consider establishing a local organising committee.		In Text
9.	Table 4.9	Strategy of the local organising committee.		In Text
10.	Table 4.10	The SWOT Analysis Framework		In Text
11.	Table 4.11	Establishing the local organising committee	7-9	Checklist 3 on CD
12.	Table 4.12	Case Study: 2007 SA Student Track and Field Championships: Durban.	10-14	
13.	Table 4.13.	Professional assistance	15	
14.	Table 4.14	Content of an Entry Form	16-18	Figures 2&3 on CD
15.	Table 4.15	Process to handle entries, seeding and lane draws	19	
16.	Table 4.16	Content of a Circular	20-24	Figure 4.4 on CD
17.	Table 4.17	Content of a Letter of Credence	25	Figure 4.5 on CD
18.	Table 4.18	Accreditation System	26-27	
19.	Table 4.19	Manager’s package	28-29	Checklist 8 on CD
20.	Table 4.20	Athlete’s package	30	Checklist 9 on CD



<b>No</b>	<b>Table</b>	<b>Topic</b>	<b>Page</b>	<b>Reference</b>
21.	Table 4.21	Manager's package for one-day event	31	Checklist 8 on CD
22.	Table 4.22	Athlete's package for one-day event	32	Checklist 9 on CD
23.	Table 4.23	Accreditation and Registration preparation	33	Checklist 12 on CD
24.	Table 4.24	Lane Draws	34-35	
25.	Table 4.25	Specific Event Concerns regarding Safety and Security	36-38	Checklist 15 on CD
26.	Table 4.26	Technical Checklist – 2 weeks prior to the event	39	Checklist 16 on CD
27.	Table 4.27	Technical Arrangements	40-41	Checklist 17 on CD
28.	Table 4.28	Support Staff	42-44	Checklist 18 on CD
29.	Table 4.29	Criteria for the Warm-up area		In Text
30.	Table 4.30	Time Table to enter call room		In Text
31.	Table 4.31	Time Table to enter track		In Text
32.	Table 4.32	Call Room - Equipment	45	Checklist 31 on CD
33.	Table 4.33	Technical Information Centre Guidelines		In Text
34.	Table 4.34	Copy Centre equipment	46	Checklist 38 on CD
35.	Table 4.35	Staff in the Copy Centre	47	
36.	Table 4.36	Key Technical Officials	48	Checklist 45 on CD
37.	Table 4.37	Technical Officials. Track Events	49	Checklist 46 on CD
38.	Table 4.38	Starters' Equipment		In Text
39.	Table 4.39	Duties of the starter prior to the competition	50	Checklist 48 on CD
40.	Table 4.40	Duties for the re-caller(s) prior to the competition	51	Checklist 49 on CD
41.	Table 4.41	Instructions for the Starter's Assistants	52-53	Checklist 50 on CD
42.	Table 4.42	Volunteers – Starting Blocks	54	Checklist 51 on CD
43.	Table 4.43	Volunteers - Basket	55	Checklist 52 on CD
44.	Table 4.44	Duties of the Chief Finish Judge and Finish Judges prior to and during the competition.	56-57	Checklist 53 on CD
45.	Table 4.45	Duties of the Chief Time-keeper Judge and Time-Keepers prior to and during the competition.	58-60	Checklist 54 on CD
46.	Table 4.46	Duties of the Photo Finish judges prior to and during the competition.	61-62	Checklist 55 on CD
47.	Table 4.47	Duties of the Chief Umpire and Umpires.	63-64	Checklist 56 on CD

<b>No</b>	<b>Table</b>	<b>Topic</b>	<b>Page</b>	<b>Reference</b>
48.	Table 4.48	Technical Officials: Field Events.	65	Checklist 57 on CD
49.	Table 4.49	Duties of the Chief Field Judge and Field Judges prior to and during the competition – general.	66	Checklist 58 on CD
50.	Table 4.50	Chief Judge, High Jump - duties prior to competition.	67-68	Checklist 59 on CD
51.	Table 4.51	Chief Judge, High Jump - duties during the competition.	69	Checklist 60 on CD
52.	Table 4.52	Chief Judge, High Jump - duties after the competition.	70	Checklist 61 on CD
53.	Table 4.53	Assistant High Jump Judges - duties during the competition.	71	Checklist 62 on CD
54.	Table 4.54	Chief Judge, Pole Vault - duties prior to the competition.	72-73	Checklist 63 on CD
55.	Table 4.55	Chief Judge, Pole Vault - duties during the competition.	74	Checklist 64 on CD
56.	Table 4.56	Chief Judge, Pole Vault - duties after the competition.	75	Checklist 65 on CD
57.	Table 4.57	Assistant Judges, Pole Vault - duties prior to and during the competition.	76	Checklist 66 on CD
58.	Table 4.58	Chief Judge, Long Jump and Triple Jump - duties prior to the competition.	77	Checklist 67 on CD
59.	Table 4.59	Chief Judge, Long Jump and Triple Jump - duties during the competition.	78-79	Checklist 68 on CD
60.	Table 4.60	Chief Judge, Long Jump and Triple Jump - duties after the competition.	80	Checklist 69 on CD
61.	Table 4.61	Assistant Judges, Long Jump and Triple Jump - duties after the competition.	81	Checklist 70 on CD
62.	Table 4.62	Chief Judge, Shot Put - duties prior to the competition.	82-83	Checklist 71 on CD
63.	Table 4.63	Chief Judge, Shot Put - duties during the competition.	84	Checklist 72 on CD
64.	Table 4.64	Chief Judge, Shot Put - duties after the competition.	85	Checklist 73 on CD
65.	Table 4.65	Assistant Judges, Shot Put - duties prior to and during the competition	86	Checklist 74 on CD

<b>No</b>	<b>Table</b>	<b>Topic</b>	<b>Page</b>	<b>Reference</b>
66.	Table 4.66	Chief Judge, Hammer Throw and Discus Throw - duties prior to the competition.	87-88	Checklist 75 on CD
67.	Table 4.67	Chief Judge, Hammer Throw and Discus Throw - duties during the competition.	89	Checklist 76 on CD
68.	Table 4.68	Chief Judge, Hammer Throw and Discus Throw - duties after the competition.	90	Checklist 77 on CD
69.	Table 4.69	Assistant Judges, Hammer Throw and Discus Throw – duties prior to and during the event.	91	Checklist 78 on CD
70.	Table 4.70	Chief Judge, Javelin Throw - duties prior to the competition.	92-93	Checklist 79 on CD
71.	Table 4.71	Chief Judge, Javelin Throw - duties during the competition.	94	Checklist 80 on CD
72.	Table 4.72	Chief Judge, Javelin Throw - duties after the competition.	95	Checklist 81 on CD
73.	Table 4.73	Assistant Judges, Javelin Throw - duties prior to and during the competition.	96	Checklist 82 on CD
74.	Table 4.74	Technical officials in the specialist areas.	97	Checklist 83 on CD
75.	Table 4.75	Duties of the Wind Gauge operator prior to and during the competition.	98	Checklist 84 on CD
76.	Table 4.76	Training sessions prior to the season or an event.	99	
77.	Table 4.77	Training session prior to the competition on the day of the event	100	
78.	Table 4.78	Training after the season and during the season.	101	
79.	Table 4.79	Preparing doping facilities	102	Checklist 85 on CD
80.	Table 4.80	Specific Duties of Crowd Managers	103	
81.	Table 4.81	Generic Risk Assessments – Track Events (General)	104	Checklist 87 on CD

<b>No</b>	<b>Table</b>	<b>Topic</b>	<b>Page</b>	<b>Reference</b>
82.	Table 4.82	Generic Risk Assessments – 100metres, 200metres and 400metres	105	Checklist 88 on CD
83.	Table 4.83	Generic Risk Assessments – 800 metres, 1500 metres, 3000 metres, 5000 metres and 10 000 metres	106	Checklist 89 on CD
84.	Table 4.84	Generic Risk Assessments – 100/110 metres Hurdles, 400 metres Hurdles	107	Checklist 90 on CD
85.	Table 4.85	Generic Risk Assessments– Steeplechase	108-109	Checklist 91 on CD
86.	Table 4.86	Generic Risk Assessments – High Jump	110-111	Checklist 92 on CD
87.	Table 4.87	Generic Risk Assessment – Pole Vault	112-114	Checklist 93 on CD
88.	Table 4.88	Generic Risk Assessment – Long Jump and Triple Jump	115-116	Checklist 94 on CD
89.	Table 4.89	Generic Risk Assessment – Shot Put	117-118	Checklist 95 on CD
90.	Table 4.90	Generic Risk assessment – Discus Throw	119-120	Checklist 96 on CD
91.	Table 4.91	Generic Risk Assessment – Hammer Throw	121-122	Checklist 97 on CD
92.	Table 4.92	Generic Risk Assessment – Javelin Throw	123-124	Checklist 98 on CD
93.	Table 4.93	Parking: Questions	125	Checklist 99 on CD
94.	Table 4.94	Parking: Planning	126	Checklist 100 on CD
95.	Table 4.95	Guidelines to plan the medical contingency plan for track and field events.	127-129	Checklist 101 on CD
96.	Table 4.96	Guidelines for Medical Services at Events	130-131	Checklist 102 on CD
97.	Table 4.97	Planning the Marketing of the Event	132-134	Checklist 103 on CD
98.	Table 4.98	Marketing Budget	135-136	Checklist 104 on CD
99.	Table 4.99	Summarised Budget	137	Checklist 105 On CD
100	Table 4.100	Media needs	138-141	Checklist 106 on CD
101	Table 4.101	Job description of Radio Officials	142	Checklist 107 on CD
102	Table 4.102	Content of the Press Pack/Media Kit	143	Checklist 108 on CD
103	Table 4.103	Job description of Television Officials	144	Checklist 109 on CD
104	Table 4.104	Assistance to the media	145	Checklist 110 on CD
105	Table 4.105	Checklist for a Media Launch	146-148	Checklist 111 on CD

<b>No</b>	<b>Table</b>	<b>Topic</b>	<b>Page</b>	<b>Reference</b>
106	Table 4.106	Event Programme	149-150	Checklist 112 on CD
107	Table 4.107	Medal awards / presentation	151-152	Checklist 113 on CD
108	Table 4.108	Awards ceremonies, procedures and announcements	153-154	Checklist 114 on CD
109	Table 4.109	Flags	155	Checklist 115 on CD
110	Table 4.110	Selectors and Appeal Board	156	Checklist 116 on CD
111	Table 4.111	Scoring	157	Checklist 117 on CD
112	Table 4.112	Seeding	158	Checklist 118 on CD
113	Table 4.113	Dignitaries and guests of honour	159-160	Checklist 119 on CD
114	Table 4.114	Protocol	161-162	Checklist 120 on CD
115	Table 4.115	Catering	163-166	Checklist 121 on CD
116	Table 4.116	Financial Planning Form	167	Checklist 122 on CD
117	Table 4.117	Example of a budget with a sponsor	168-170	Checklist 123 on CD
118	Table 4.118	Example of a budget excluding a sponsor	171-173	Checklist 124 on CD
119	Table 4.119	Managing the Finances	174	Checklist 125 on CD

All tables were designed on the basis of a literature study, personal interviews and the 35+ years' experience of the researcher as event organiser in track and field events. Several of the tables the researcher designed during these years and applied at events. The tables will refer to the checklists, figures or text in the main document

**Table 4.11: Establishing the local organising committee (cf. Checklist 3 on CD)**

No	Who?	Comments	What Level? (When?)
1.	ASA Representatives	<p>ASA representatives nominated by ASA;</p> <p>ASA will indicate which meetings they will attend;</p> <p>Main role to view the progress;</p> <p>Establish the areas and topics for which ASA will be responsible;</p> <p>Ensure that the LOC knows what is expected of them by ASA regarding the event.</p>	<p>Only part of the LOC if it is a National event requested by ASA to be organised by the local LOC of the Province. ASA stays responsible and accountable for the event.</p>
2.	USSA Representatives/ SA Schools	<p>USSA or SA School representatives nominated by the respective national bodies;</p> <p>USSA or SA Schools will indicate which meetings they will attend;</p> <p>Main role to view the progress;</p> <p>Establish the areas and topics for which the National body will be responsible;</p> <p>Could have a representative of their respective national bodies as a mentor;</p> <p>Ensure that the LOC knows what is expected of them by the National body regarding the event.</p>	<p>Only part of the LOC if it is a National event requested by USSA or SA Schools to be organised by the local LOC of the Province, or Institution.</p> <p>Main role to view the progress and monitor student credibility. Act as mentor at the event and take charge of the key areas or monitor the key areas in the event. USSA / SA Schools stay responsible and accountable for the event.</p>

No	Who?	Comments	What Level? (When?)
3.	Provincial Championships	<p>No representatives as mentioned in 1 and 2 above;</p> <p>Could have a representative of ASA as an associate member;</p> <p>The Provincial Executive may have representation on the LOC if the Provincial structure has a separate committee for Track and Field.</p>	<p>This is a Provincial meeting and the responsibility of the Provincial Executive.</p> <p>Duly elected Executive Members.</p> <p>Number of representatives nominated by Executive.</p> <p>Will indicate which meetings they will attend.</p> <p>Usually the Management Committee.</p>
4.	School or Tertiary Events	<p>Could have a representative of the Province or Institution on the LOC; especially on the invitation meeting level.</p>	<p>The core responsibility is on the School or Tertiary Institutions' LOC members. USSA Athletics /SA Schools stay accountable and responsible for the event.</p>
5.	Sponsors' Representatives	<p>National Sponsor.</p> <p>Will nominate representative(s) – either national, or national and local representative(s), or only local representative(s);</p> <p>Some sponsors will nominate their marketing company to send representatives. Local Sponsor. Will nominate representative(s) Ensure the LOC knows what is expected from them by the sponsors. Who takes responsibility for what?</p>	<p>Not applicable if no sponsor is on board.</p> <p>LOC and Sponsors.</p>
6.	Track and Field Commission (Regional)	<p>Duly elected members of the commission;</p> <p>They form the core of the LOC.</p>	<p>National Level;</p> <p>Provincial Level;</p>
7.	School and / or Tertiary Level	<p>Could co-opt Provincial Track and Field Committee members and establish own track and field committee.</p>	<p>Invitational Level</p>

No	Who?	Comments	What Level? (When?)
8.	School/ Club events	Own local organising committee with as chairperson probably the Sport Manager or teacher at the school responsible for sport.	School/Club level
9.	Subcommittees	The number of subcommittees and the different areas of skills will be determined by the complexity of the event. The need for professional people will be determined and will be co-opted on the LOC.	The level of the event, the <i>What?</i> will determine the complexity of the event and the checklist identified to activate will be the guideline to establish subcommittees. Use the 10 W-Strategy to determine the skills needed.

Source: IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; Boukes & Fourie, 2004:41-44; Barra *et al.* 2003:5-7; ASA The Technical Manual, 2002:3-4; IAAF Handbook, 2002-2003:55-69.



**Table 4.12: A case study: The 2007 SASSU Athletics Championships**

Question	Answer	Objective	Outcome
<b>What?</b>	2007 SA Student Athletics Championships and Trials for the 2007 Universiade.	<p>To organise an event that will meet the standards of the IAAF and ASA.</p> <p>Ensure that all equipment will be in a working order.</p> <p>An event that will create an environment for the athletes to achieve their goals, and to be able to qualify for the World and World Student Athletics Championships.</p>	<p>The event did not meet the standards of the IAAF and ASA.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- Technical officials were incompetent.</li> <li>- Technical officials did not apply IAAF and ASA Rules.</li> <li>- Event Management principles were not applied.</li> <li>- Poor organisation led to road walk athletes participating on the track which was not in the best interest of athletes.</li> </ul> <p>Examples of the above incidents were discussed in this chapter.</p>
<b>Who leads?</b>	<p>Convenor: Convenor of the subcommittee of SASSU Athletics in conjunction with the LOC chairperson.</p> <p>LOC chairperson: Secretary SASSU Athletics based in Durban at the University of KwaZulu Natal, and host institution.</p>	<p>Convenor: To oversee that all objectives are specific, measurable, achievable, realistic and timeously met.</p> <p>Chairperson LOC: Assure that the objectives are clear and that all involved understand what standards must be met. Write down the plan and monitor for report-back during meetings. Ensure that all members on the LOC have a clearly defined job and responsibility and are held accountable for it. Avoid dependency on one person. Allow for contingencies in the planning phase. Set and agree on time schedules to report back, confirm work done and submit documentation of approval. Do regular check-ups</p>	<p>Convenor: Not being based in Durban - difficult to monitor.</p> <p>Chairperson of the LOC not giving accurate report backs to convenor.</p> <p>LOC Chairperson: Not clear that objectives met the SMART principles and no plan was available to benchmark a monitoring system.</p> <p>Report-back at meetings did not happen according to a structured checklist. The problem regarding the road race and race-walk reported earlier showed that people were not held responsible and accountable for their respective jobs. No approval documentation submitted.</p> <p>No regular check-ups to monitor progress, reports and documents.</p> <p>No last minute (day before) practice session and testing programme followed. No meeting with LOC and SASSU Executive was scheduled</p>

Question	Answer	Objective	Outcome
		<p>to monitor progress, not only reports. Ensure a last minute (day before) practice session and testing programme. Keep everybody informed throughout the project. Schedule a meeting with LOC and SASSU Executive 2 days prior to event. During the event – monitor the plan and if all involved are still working towards the purpose and goal of the event. Assist in decision making when the unforeseen happens.</p>	<p>prior to event. Nobody to assist in decision making when the unforeseen happened, nobody was available to attend to the high jump crisis that was reported in this chapter.</p>
<p><b>By whom?</b></p>	<p>KZN University Athletics club, KwaZulu Natal Athletics, KZN Traffic Department, Sponsor, Technical Officials, Electronic Timing, Technical Manager and other specialised persons as identified, by using the checklist on what needs to be done.</p>	<p>To co-opt specialised, qualified persons to convene the different sections that must be attended to if necessary. To appoint qualified ASA technical officials for the event.</p>	<p>The technical officials at the electronic timing device lacked knowledge regarding the setting up of the equipment and the operational aspects of the equipment. Although ASA-qualified officials were appointed, no refreshment course was offered prior to the event. Technical officials did not report on time as scheduled by IAAF standards.</p>
<p><b>Why?</b></p>	<p>The National Student Athletics Championships, serving as the official trials to qualify for the World Student Games in Bangkok later the year. Athletes could also qualify for the ASA team to the World Athletics Championships later the year. The major event for all institutions as a team competition to be run during the event.</p> <p>Athletes crowned as the 2007 National student</p>	<p>To plan and organise an event that will meet the standards of the IAAF and ASA because competition in this phase is so important and plays a major role in the preparation of the athletes and their development to the high performance group. To ensure an environment that will allow the athletes to achieve their personal best.</p>	<p>As reported in this chapter the event was delayed with an hour. Results were not recorded according to IAAF and ASA standards. Wind gauge readings were not recorded. Technical officials incapable of doing their job. Reporting time of officials was not according to IAAF and ASA standards. The race-walk that could not take place on the road as publicised, and the consequences reported in this chapter. The high jump, taking place under the light provided by three motor vehicles.</p>

Question	Answer	Objective	Outcome
	<p>champions. Athletes can achieve World, National and SA Student records.</p> <p>Athletes can achieve: season's best; personal best achievements.</p> <p>Athletes participating are in the 4<sup>th</sup> phase as identified by the IAAF and ASA as discussed in Table 3.5 where these athletes have reached a very high standard of performance committed themselves to achieving the best possible results in national and international competitions.</p> <p>Many athletes use the championships as a stepping-stone to the European circuit.</p> <p>Times, distances and heights are listed in the SA and International ranking list that can open doors for athletes abroad.</p> <p>Bursaries at tertiary institutions are linked to good performances at the Championships.</p>		
<b>When?</b>	30 – 31 March 2007	<p>According to the ASA Calendar.</p> <p>To set the time schedule for achieving the objectives timeously and organise a successful event, adhering to IAAF and ASA standards.</p>	<p>The date was known to the LOC well in advance and many of the LOC members were involved in a similar event two weeks prior to this event. No time schedule could be presented. No check-lists could be presented.</p>
<b>Where?</b>	King's Park, Durban	To assess all equipment to be	The equipment was assessed and

Question	Answer	Objective	Outcome
		used at the stadium in time to enable the committee to order new equipment, or arrange for a back-up system and have enough time to test the new equipment. To ensure that all applications are completed on time and confirmation is received on time.	the timing device was the only problematic piece of equipment. A back-up system was hired at the cost of R15 000 but not tested prior to the event. The officials lacked knowledge to set up and activate the device that resulted in an hour's delay to the start of the event.
<b>Who for?</b>	All affiliated Institutions to SASSU and SASSU Athletics. All <i>bona fide</i> students selected by the respective Institutions, confirmed by signature of the registrar of the institution on an official SASSU Athletics Entry Form. These forms had to reach the Secretary of SASSU Athletics on or before the closing date. The standard of the athletes is high as 2007 national champions, SA record holders and 2006 SASSU champions, and student national record holders will participate. Amongst these athletes will be junior record holders and 2006 champions.	To organise an event that will allow the athletes to achieve their personal best at the 2007 National Championships and to qualify for the World Athletics Championships and the World Student Athletics Championships. To determine the effect the " <i>Who for?</i> " will have on the traffic to the stadium, the number of spectators expected, refreshment stalls, media that will attend, VIPs and many more as identified by using the checklist.	The problems experienced prior to and during the event as recorded in this chapter denied several athletes to have an ideal environment in which to participate and achieve their best.
<b>Who watches?</b>	All institutions involved. Guests of the institutions, which could include heads of sports departments, rectors, registrars of institutions and local spectators.	To determine which institutions will have guests in mentioned categories. Invite as VIPs to the event, and arrange seating and lunch. Ensure parking for VIPs, officials and buses of institutions. Public, small representation.	All mentioned parties were attending the meeting and well looked after.
<b>What will it cost?</b>	Work according to approved SASSU Athletics	Compile a budget. Use pro-forma budget received from	The secretary of SASSU Athletics took control of all financial matters

Question	Answer	Objective	Outcome
	budget provided to the LOC.	SASSU Athletics Treasurer. Determine sponsor's input.	on the side of the LOC and liaised with the treasurer of SASSU Athletics.
<b>Who pays?</b>	The treasurer of SASSU Athletics will correspond with the LOC to identify who pays what.	Determine what the sponsorship will cover. Determine how payment will be made. Determine payment between LOC and SASSU Treasurer. Pay all accounts as soon as possible after the conclusion of the event and prepare a final financial statement to submit to the SASSU Treasurer.	A clear guideline by the SASSU Athletics treasurer was given to the LOC. The secretary of SASSU Athletics will submit a complete financial report to the treasurer of SASSU Athletics. The next executive meeting of SASSU Athletics will receive an updated report by the treasurer.

A case study done by the researcher during the 2007 SASSU Athletics Championships in Durban based on several problems that occurred and questions asked. The researcher in her capacity as vice-chairperson of SASSU Athletics had to attend to these problems and questions. This gave me the opportunity to look into the planning process of the local organizing committee.

**Table 4.13: Professional assistance**

No	Specialised professional area	Area of concern to attend to
1.	Financial accounting and control	Important where a sponsor is involved or the treasurer of the committee has limited knowledge of budgets and financial control.
2.	Legal issues	Assist with the interpretation of the SAFETY AT SPORTS AND RECREATIONAL EVENTS BILL (March 2004) & Act No 2:2010.
3.	Health and safety	Assist with the Health and Safety regulations of the specific province and the National regulations.
4.	Medical Support	This is a professional specialist area, cf. Checklist No 102 & Table 4.96.
5.	Information technology, e.g. results and seeding	A critical area of the event. Ensure that the programme used can cover the magnitude of the event. People operating are knowledgeable not only regarding the technology but also know the competition rules; ensure that they use the most updated programme to cover the current rulebook.
6.	Technical expertise	For example, plumbing, electricity and at events where the Television, Radio and Press are present a Telkom technician.
7.	Marketing	The higher the level of event, the more important the marketing becomes and the more professional it must be dealt with.
8.	Emergency Services	According to the guidelines in the SAFETY AND SPORT AND RECREATIONAL EVENTS BILL (March 2004).

**Table 4.14: Content of an Entry Form (cf. Figures 2 & 3 on CD)**

No	What?	Why?
1.	Identify the Entry Form	Add a code to the form to identify the form as clearly stated either for men or women. Indicate gender as well as age group where applicable, for example Girls U/12. It is important to separate the different age groups as well as the genders.
2.	Logo(s) + Name	Logo and the name of the School, Club or Federation. Important that receiver of the form can identify whose entry form it is and for which event.
3.	Draw a table to complete information and be clear on what to ask.	Name and Surname of Athlete. Important to give first name and ensure that the spelling of the names is correct. Carel could also be Karel - make sure of the spelling. This is very important for the media when writing and reporting on the event as they use first names and the television and radio would also like to use first names when commentating. The statisticians also use first names in their publications. The announcer reads from the draw sheets and personalizes the announcement when this information is available.
4.	Black ink and print	Print or type if possible to ensure the spelling of the names and surnames of athletes. It is important for the newspapers and the other media.  Black is clearer when forms are faxed. Print reads better and ensures correct spelling.
5.	Date of birth	The statisticians need the date of birth for their publications.  Necessary in competitions where age is applicable to enter in a category.  When selectors need to select teams where age or age restrictions are the criteria.  Organisers may ask copies of their birth certificates, or where applicable, identification documentation to support the information on the entry list.  The birth date is also required by the media, as an achievement may weigh much higher if the athlete is young and performs a world-class distance, height or time for his/her age and reporting of that achievement would be different if the age of the athlete is known.
6.	Demographics of the team	A request by National Federations.
7.	Student number or number of Learner's card.	This will only be requested if the entry form is applicable to Student Championships or an SA Schools championship.

No	What?	Why?
8.	Course of Study or Grade at school	Course of Study. This information will only be requested if the entry form is applicable to student championships or school championships. This information is also applicable for the media as they refer to the athlete's course of study and the Institution (e.g. Frantz Kruger, as a medical student at University of the Free State, when he set the SA Record and won the bronze medal at the Olympic Games and won gold at the Universiade and World Cup) or refer to the Grade 12 athlete of Grey College, for example.
9.	Licence number	All events take place under the Rules of the IAAF and ASA and therefore athletes need to participate with a valid licence number. In a case where athletes are not registered in their respective provinces the athlete has to obtain a temporary licence number. The event organisers must have temporary licence numbers on sale at the registration tables before the meeting starts. No athlete will be allowed to pass the call room without valid licence numbers. The form has to request the valid licence no or indicate a temporary number ( <i>cf.</i> 4.5.1.6, 5.5.1.6). Even when the event is sponsored and the athlete will be wearing the championship numbers with the sponsor's name, the technical officials may, and can ask the athlete to present his/her ASA official licence number before proceeding through the call room ( <i>cf.</i> 4.5.1.6, 5.5.1.6). This is according to Rules 138 and 139 of The IAAF Competition Rules (2010-2011) and the Regulations approved by the IAAF Council, Helsinki 2005 (Regulations.2005. 16 – 21).
10.	Identify events per athlete that he/she would like to enter with a column Personal best (PB) and a column to identify Season's Best (SB)	<p>It is important to have the PB and SB as these are used to seed the athletes in the event.</p> <p>This information is very important to the media as this allows the reporter to add another angle to the story by comparing athletes in the same race and creating an interesting angle to the story to market the event.</p> <p>The announcer uses this information to be more informative and prepare the public for an exciting event to unfold before them.</p>
11.	Weight and Height	Sometimes requested on entry forms and can be of use for the media and statistical purposes. The media often refer to the length of the athlete.
12.	Relays	Team Managers have to indicate the number of teams. This will allow organisers to see if changes must be made to the programme.
13.	Seal of Club, School, Institution, Province or National Federation	To validate the entries



No	What?	Why?
14.	Signature	Identify who needs to sign and request signatures to validate the entries. For example, the Principal of the school or the Registrar of the Institution.
15.	Name of School, Province or Country	Also ID the School, Province or Country Code to use in the Programme to list, e.g. the Schools and identify the Code that will be used on the Entry Forms and other documentation.
16.	<p>The most important information that has to be identified on the entry form and be applied strictly by the organisers of the event.</p> <p>The reason to be strict on these issues is directly linked to the success of the event.</p>	<p>No late entries will be accepted.</p> <p>Date and time of the closing of entries to be submitted.</p> <p>Clear indication where to send the entries via fax or email.</p> <p>Time for organisers to check affiliation, <i>bona fide</i> and to do the seeding and draw up lane draws.</p> <p>Adapt programme if necessary.</p> <p>Write Press Release.</p> <p>Organise Press Launch and invite top athletes entered.</p> <p>Add information to programme to be printed.</p> <p>If late entries are accepted, it will delay the seeding process and it will have to be re-done. This could lead to a delay of the event and starting times not adhered to. This complicates the athlete's participation and has a negative impact on the event and preparation of the athlete and live coverage of the event on radio and television</p>

Source: Fourie, 2012[e]:56 & XX Universiade '99, Individual Competitor Entry Form, Palma de Mallorca, Espana.

**Table 4.15: Process to handle entries, seeding and lane draws**

No	Area of responsibility	What must be done or taken into consideration?
1.	Appoint a team to do entries and seeding. (Budget item).	Members need to be knowledgeable on the seeding process according to IAAF Rule 166 (IAAF, Competition Rules 2010-2011.148-152)
2.	Venue (could also be a budget item).	Book a venue for the seeding and lane draws. May <b>not</b> be accessible to spectators and team managers or the media.
3.	Step 1. Sort and check entry forms	Check entry forms and the completeness of information and obtain missing information
4.	Step 2. Allocate Bib number to each athlete	Allocate a Bib number to each athlete entered.
5.	Step 3. List all athletes	List athletes per event recording. <ul style="list-style-type: none"> <li>• Name</li> <li>• Surname</li> <li>• Club</li> <li>• Achievements (SB and PB)</li> </ul>
6.	Step 4. Arrange athletes per event	Arrange athletes from fastest to slowest or according to distances or heights (applicable when doing seeding by hand)
7.	Step 5. Determine number of races	Seed according to IAAF Rule 166. (IAAF Competition Rules 2010-2011.148-152).
8.	Step 6. Final Draws	Applicable when doing seeding by hand. Print the new lane draws on computer. Ensure that a specific person will be responsible for typing the lane draws and a specific person to apply a quality control on the typed lane draws before it is sent to the duplication centre.
9.	Determine the qualifying heights and distances together with starting heights and bar progression for the vertical jumps.	Add this information on Lane Draws to ensure that the officials convey the correct message to the athletes as decided at the Technical Meeting and given to athletes by the Team Managers.  This could be pre-determined and recorded in the programme, but the Technical Meeting has the final option to change on request of the Team Managers.
10.	Refreshments ( budget item)	Refreshments and meals need to be calculated as part of the catering for technical officials and distributed as decided for the technical officials.
11.	Computer, ink and printer (could be a budget item)	Ensure a back-up system is available and extra ink cartridges for the printer if the event is to last more than one (1) day.
12.	Budget	Budget for all applicable items as identified in the Table.

**Table 4.16: Content of a Circular (cf. Figure 4.4 on CD)**

No	What?	Why?
1.	Letterhead and Logo	To identify where this letter comes from and to indicate that this is the official information from the organising body.
2.	Date	You may have to send out a 2 <sup>nd</sup> circular and therefore the dates are important. You also may number the circulars, e.g. CIRCULAR USSA ATHLETICS TRACK AND FIELD CHAMPIONSHIPS 1/2012. If you give notice of an Annual General Meeting for example, in the circular, a date on the circular is important to meet the criteria set in the constitution regarding notice of meetings and to ensure the validity of the meeting.
3.	Heading	RE. Championship's name and date.
4.	Invitation	To whom this invitation is going and for what kind of event. It also indicates important information, e.g. affiliation if applicable.
5.	Information to take note of.	List each topic under a new number and heading. It can be in any sequence- this is only an example.
6.	Name of event + date + venue	Add date and venue. Be clear on indicating the name of the event to enable the reader to know which event's information will follow. This letter should go out to the members at least 6 months prior to the event, but not later than 3 months prior to the event. This will enable sport managers, or the office of the provincial body to book accommodation, arrange for transport, and budget for the event. This is applicable to championships and events where accommodation and travelling to venues are applicable.
7.	Affiliation (if applicable)	If applicable it is necessary to state to which bodies they need to affiliate to and where they can obtain the information if not yet received (cf. Figure 4.5 point 2). State date by when affiliation needs to be done. During the Registration and Accreditation system the affiliation should be checked.
8.	Team Competition and numbers allowed to enter (if applicable)	Numbers that may enter when there is a team competition. The numbers are important to have a fair competition. The closing date here is so important to enable a fair competition and allow team managers to strategise prior to the event (cf. Figure 4.5).
9.	Information on Entry Form	Season's Best and Personal Best achievements need to be recorded for. <ul style="list-style-type: none"> <li>• Seeding purposes</li> <li>• Media</li> <li>• Press Releases</li> <li>• Marketing</li> <li>• Announcer</li> </ul>

No	What?	Why?
10.	Entries	<p>Be clear which entry documents will be accepted. Highlight the important issues regarding the entries, for example.</p> <ul style="list-style-type: none"> <li>• Need to be fully completed. All categories on entry form. Where times, distances and heights are not recorded it is an injustice to the athlete when seeding is done.</li> <li>• Need to PRINT – to minimise errors in spelling of names.</li> <li>• Black ink – applicable colour for faxing.</li> <li>• Closing date – indicate very prominently.</li> <li>• Be clear that no entries will be accepted after the closing date. Late entries complicate organisation and will delay organisers to prepare all documentation on time to enable the event to start on time.</li> <li>• Who needs to sign? For validity not only the sport manager also a person in a higher positions for example the Head of the School.</li> <li>• Any other specific rules and regulations specific to this event.</li> <li>• Be clear on the steps to be followed and spell out the criteria to meet to enter the team(s).</li> <li>• Where team competitions are applicable – be clear on team sizes and other rules.</li> </ul> <p>Keeping to the closing date is very important as this part of the planning process and the implementation to have all documents ready to start on time and organise a successful event.</p>
11.	Closing date and addresses to send entry forms to	<p>Need to be clearly indicated.</p> <p>Courier address, rather use a door to door address to save time for the organisers.</p> <p>E-mail - use the option to reply on emails to ensure it was read.</p> <p>Stick to the closing date to ensure that seeding can be done and all paperwork can be processed in time for the Registration and Accreditation process.</p> <p>This will allow event organisers to write press releases to market the event, and/or organise a press launch if applicable.</p> <p>A closing date will enable the event organiser to host a successful event and to adapt the programme according to the entries received.</p>

No	What?	Why?
12.	Accommodation	<p>Use accommodation companies for the accommodation arrangements (<i>cf.</i> Figure 4.5). As event organisers you just supply the necessary contact details.</p> <p>See point 4 in Figure 4.5 if you are using hostel accommodation at your school or Institution. A detailed planning process must be followed and a person co-opted on the LOC to report on accommodation.</p> <p>Nobody should be allowed to enter the hostel without proof of payment.</p> <p>Another option is to contact the local Tourism Offices in the city and obtain all the contact details of hotels, guest houses and other accommodation options and add this as an addendum to the circular.</p> <p>Payment of accommodation when at the hostels should be done at a separate point and not as part of the event.</p>
13.	Payment	<ul style="list-style-type: none"> <li>• Have a station in your registration and accreditation system to receive all payments that must be done.</li> <li>• Payments to be clearly indicated in the circular could be. <ul style="list-style-type: none"> <li>- entry fee</li> <li>- dinner fee</li> <li>- temporary licence numbers</li> </ul> </li> <li>• Be clear how cheques need to be made out and to whom and the amount.</li> <li>• Electronic Payment – be clear on the information that needs to be stated to identify the payment on the financial statements of the bank.</li> <li>• Be clear on when payment is due and the closing date.</li> <li>• Identify what will happen if payments are not done on time.</li> <li>• No accommodation payment should be done at this point. Accommodation should have a separate payment point – this only if you have accommodation on campus. Hotel and Guesthouse accommodation is between the owner and the team.</li> </ul>

No	What?	Why?
14.	Meetings (applicable to event)	<p>Technical Meeting: When accommodating more than 1 team it is compulsory to have a technical meeting.</p> <ul style="list-style-type: none"> <li>• Discuss all rules and regulations (cf. Checklist )</li> <li>• At Championships and Major events it is compulsory to have a technical meeting as starting heights, etc. must be discussed.</li> </ul>
15.	Executive Meeting	Only if applicable (cf. Figure 4.5. 6.1)
16.	Annual General Meeting / Special General Meeting	<p>Only if applicable (cf. Figure 4.5.6.2). At these meetings a Letter of Credence is applicable.</p> <p>This letter will verify who is officially mandated to speak and vote on behalf of the school, club or province (cf. Figure 4.6).</p>
17.	Proxy Vote	If the constitution allows members to use the proxy vote the procedure on how and what to submit to allow a member to vote on some-one else's behalf needs to be clearly communicated in the circular (cf. Checklist 6 on CD).
18.	Registration and Accreditation	<p>This section of the event needs to be planned in detail and clear directions of documentation have to be submitted, which payments need to be done and which documents will be available at registration must be communicated in the circular.</p> <p>Examples of documentation to be submitted.</p> <ul style="list-style-type: none"> <li>• Original Entry Forms;</li> <li>• Student Cards (where applicable);</li> <li>• Proof of affiliation (where applicable)</li> </ul> <p>Money that could be due.</p> <ul style="list-style-type: none"> <li>• Entry Fee (if applicable)</li> <li>• Temporary Licence numbers (if applicable)</li> <li>• Final Dinner/ Awards Function (if applicable)</li> </ul> <p>Documentation that will be available.</p> <ul style="list-style-type: none"> <li>• Withdrawal forms (cf. checklist 7 on CD)</li> <li>• Spelling corrections (cf. checklist 8 on CD)</li> </ul>
19.	Forms	<ul style="list-style-type: none"> <li>• Information Forms (cf. checklist 5 on CD ) Update on contact details</li> <li>• Entry Forms (cf. Figures 4.3 &amp; 4.4)</li> </ul>
20.	Event Programme and Event list	Clearly indicate that it is a preliminary programme due to the fact that the numbers of entries could have an impact on the number of heats or rounds and the times on the event list.
21.	Example of event list in a programme	See figure 4.7 attached to letter.

No	What?	Why?
22.	General information	See example of the kind of information that could be covered under general ( <i>cf.</i> Figure 4.5.9).
23.	Signature and contact details	Sign the document and supply contact details to enable managers to call if information or clarity on information needs to be given.
24.	2 <sup>nd</sup> Circular	Add all information for example the venues that were not available when the 1 <sup>st</sup> circular went out. If agendas of meetings have to go out and were not available for the 1 <sup>st</sup> circular it could be included in circular 2.

**Table 4.17: Content of a Letter of Credence (cf. Figure 4.5)**

No	Topic	What to look at or take into consideration
1.	Letterhead	<p>Design the Letter of Credence on the Association's or Federation's letterhead;</p> <p>Make this the only official Letter of Credence at the meeting;</p> <p>Never allow a hand written Letter of Credence on a piece of paper with no letterhead;</p> <p>If strict on this document you ensure that all rules and regulations according to the attendance at the meeting are adhered to, e.g. staff and student for USSA meetings (if constitution indicates specific representation) and discipline are adhered to.</p>
2.	Topic of Letter	Clearly indicate Letter of Credence in bold Letters
3.	Name of Club, Institution or School	Create space on the Letter for the Club, Institution or School to clearly indicate its name. Ask to print name to make it more legible.
4.	Meeting attending	Create a space where the Club, Institution or School can indicate which meeting they will be attending.
5.	Official Representatives	<p>Ask to PRINT information.</p> <p>Design the letter to ask Name and Surname, and if applicable staff no and or Student number</p> <p>Make space in the Table for the number of persons allowed according to the Rules and Regulations of the Federation or Association.</p>
6.	Observers	If the regulations allow observers make space for the number allowed and ask same information as for Official Representatives.
7.	Name and Signature	The letter must indicate clearly who needs to sign The Sport Director, Principal or Secretary /Chairperson of the club.

Source: Fourie, 2012[e]:78.



**Table 4.18: Accreditation system**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Accreditation cards</b>							
1.1	Determine number of cards required							
1.2	Design cards							
1.3	Plan coding of cards <ul style="list-style-type: none"> <li>- All access 0</li> <li>- Competition area 1</li> <li>- Athletes' preparation area 2</li> <li>- Administration and operation area 3</li> <li>- Media area 4</li> <li>- Press centre 5</li> <li>- Broadcasting area 6</li> <li>- VIP area 7</li> <li>- Village area V</li> <li>- Village international zone only M</li> <li>- Reserved seats R</li> <li>- Special seats S</li> <li>- Ordinary seats T</li> <li>- Front of cards.               <ul style="list-style-type: none"> <li>o Name of event</li> <li>o Photo of person to wear accreditation card (optional)</li> <li>o Name of card owner (optional)</li> <li>o Gender (optional)</li> <li>o Function</li> <li>o Country (optional)</li> <li>o Passport number (optional)</li> <li>o Validity date</li> <li>o Approved coding</li> </ul> </li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	identification o Bar code (optional)							
1.4	Sign off cards – sponsor							
1.5	Cards for.  - Athletes - Managers - Coaches - Media - VIPs - Volunteers - Medical staff - LOC - Photographers - Technical officials							
1.6	Quotations for accreditation cards							
1.7	Printing of accreditation cards							
1.8	Budget							
1.9	Distribution							

Sources: Botha, 2007: Personal interview; Stander, 2005: Personal interview; Accreditation card, 2001; Accreditation card, 1999; Accreditation card, 1998; Boukes & Fourie, 2004.

**Table 4.19: Manager’s package (cf. Checklist 8 on CD)**

No	Topic	Reason why it should be included and what to include
1.	Lane Draws (the final draws)	<p>Copy the final lane draws as received and done from the entries received. Where team competitions are applicable the document could list the school/club/institution athletes and the events entered.</p> <p>Managers can use these documents to benchmark their teams’ entries according to the original entries submitted.</p>
2.	Event Programme	At least one (1) per team manager
3.	If not listed in the Event Programme the following should be separate documents in the managers’ package	<ol style="list-style-type: none"> <li>1. Starting heights</li> <li>2. Qualifying heights and distances per jump events</li> <li>3. Qualifying distances in the throws</li> <li>4. Call room times per event (cf. Tables 4.30 and 4.31 in text &amp; Figure 4.8)</li> <li>5. Assizing procedures for equipment, clearly identifying how to get to the assizing room</li> <li>6. Medical arrangements at the event – doctor and physiotherapists;</li> <li>7. Medical rooms for teams’ own doctors and physiotherapists</li> <li>8. Medical arrangements outside the event – indicating doctor, physiotherapist, and dentist on standby with full contact details</li> <li>9. Warming-up procedures;</li> <li>10. Advertising boards</li> <li>11. Map to identify important venues applicable to the team manager, coach, and athletes</li> <li>12. Appeal procedures according to IAAF Rules 119 &amp; Rule 146 (IAAF Competition Rules 2019-2011: 114,131-133)</li> <li>13. Medal presentation procedures, rules and regulations (cf. checklist 113 &amp; 114 on CD)</li> <li>14. Electronic numbers – arrangements for athletes</li> <li>15. Doping procedures – if applicable. To know when doping needs to be done, refer to IAAF Competition Rules 2010-2011. If a South African record is achieved by an athlete, doping is compulsory. It is always good to have doping arrangements on standby.</li> </ol>

No	Topic	Reason why it should be included and what to include
4.	Accreditation Card (s)	If applicable accreditations cards for. Managers Coaches Medical Team that is part of the team management
5.	Event List	If the Event List printed in programme has changed due to the number of entries received or not listed in the event programme.

**Table 4.20: Athlete's Package (cf. Checklist 9 on CD)**

No	Topic	Reason why it should be included and what to include
1.	Event Programme	If there are not enough programmes for each athlete a number of event programmes could be put in the box of the athletes.
2.	Competition numbers ( Bib Numbers) if applicable	Ensure that 8 safety pins are added to the numbers.
3.	Map	Map to identify all venues important and applicable to the athletes.
4.	Doping procedures (if applicable)	Doping procedures and rights of athletes. Documents are available from The South African Institute for Drug-free Sport, free of charge. Important to educate athletes, especially at championships for example SA School, SA Junior and SA Senior Championships. Website <a href="http://www.drugfreesport.org.za">www.drugfreesport.org.za</a>
5.	Road Race Map (If applicable)	Add to envelope of athletes entered for the road race.
6.	Race walk on Road Map (If applicable)	Add to envelope of athletes entered for the race walk.
7.	Accreditation Card	If applicable Accreditation Card- Athlete (Participant)
8.	Event List	If the Event List printed in programme has changed due to the number of entries received or not listed in the event programme.
9.	Advertising boards	Notice regarding clothing and bags in front of or over advertising boards.

**Table 4.21: Managers package for a one-day event (cf. Checklist 8 on CD)**

No	Topic	Reason why it should be included and what to include
1.	Lane Draws (the final draws)	If applicable and available – depending on the entry procedure Copy the final lane draws as received and done from the entries received. Where team competitions are applicable the document could list the school/club/institution athletes and the events entered. Managers can use these documents to benchmark their teams' entries according to the original entries submitted.
2.	Event Programme	At least one (1) per team manager
3.	Accreditation Cards (if applicable)	If applicable accreditations cards for. Managers & Coaches Medical Team that is part of the team management.
4.	If not listed in the Event Programme the following should be separate documents in the manager's package	<ol style="list-style-type: none"> <li>1. Starting heights</li> <li>2. Qualifying heights and distances per jump events <ul style="list-style-type: none"> <li>• Qualifying distances in the throws;</li> <li>• Call room times per event (cf. Checklist &amp; Figure 4.8)</li> <li>• Assizing procedures for equipment, clearly identifying how to get to the assizing room</li> <li>• Medical arrangements at the event – doctor and physiotherapists</li> <li>• Medical rooms for teams' own doctors and physiotherapists</li> <li>• Medical arrangements outside the event – indicating doctor, physiotherapist, and dentist on standby with full contact details</li> <li>• Warming-up procedures</li> <li>• Map to identify important venues applicable to the team manager, coach, and athletes</li> <li>• Appeal procedures according to IAAF Rules 119 &amp; Rule 146 (IAAF Competition Rules 2010-2011: 114,131-133)</li> <li>• Medal presentation procedures, rules and regulations (cf. checklist)</li> <li>• Electronic numbers – arrangements for athletes</li> </ul> </li> </ol> <p>Doping procedures – if applicable. To know when doping needs to be done refer to IAAF Competition Rules 2010-2011. Chapter 3. If a South African record is achieved by an athlete, doping is compulsory. It is always good to have doping arrangements on standby.</p>
5.	Event List	If the Event List printed in programme has changed due to the number of entries received or not listed in the event programme.
6.	Advertising boards	Notice regarding clothing and bags in front of or over advertising boards.

**Table 4.22: Athlete's package for a one-day competition (cf. Checklist 9 on CD)**

No	Topic	Reason why it should be included and what to include
1.	Event Programme	If there are not enough programmes for each athlete a number of event programmes could be put in the box or package of the athletes.
2.	Competition numbers (Bib Numbers) if applicable	Ensure that 8 safety pins are added to the numbers.
3.	Doping procedures (if applicable)	Doping procedures and rights of athletes. Documents are available from The South African Institute for Drug-free Sport, free of charge. Important to educate athletes especially at championships for example SA School, SA Junior and SA Senior Championships. Website. <a href="http://www.drugfreesport.org.za">www.drugfreesport.org.za</a>
4.	Accreditation Card	If applicable Accreditation Card- Athlete (Participant)
5.	Event List	If the Event List printed in programme has changed due to the number of entries received or not listed in the event programme.
6.	Advertising boards	Notice regarding clothing and bags in front of or over advertising boards.

**Table 4.23: Accreditation and Registration preparation (cf. Checklist 12 on CD)**

No	Topic	Purpose	People at the point
1.	Registration Table	To ensure the following aspects. <ol style="list-style-type: none"> <li>1. Entries received on time.</li> <li>2. Team entered.</li> <li>3. Payment is done or will be done at table 2.</li> <li>4. If applicable monitor <i>bona fides</i> of students.</li> </ol>	Minimum 2, if possible 4
2.	Finances	Payment of. <ol style="list-style-type: none"> <li>1. Entry Fees</li> <li>2. If applicable. Function</li> <li>3. Temporary Licences</li> </ol>	One person – probably the Treasurer + assistant to count out the function cards. Necessary to have change.
3.	Managers' and Athletes' packages	Packed out in alphabetical order. Need to sign on receipt.	Minimum 2, if possible 4
4.	Accreditation cards	Packed out in alphabetical order. Need to sign on receipt.	Minimum 2, if possible 4
5.	Spelling Corrections and Withdrawal forms	Managers collect forms at this point Complete and hand back at the controlling point.	1 person
6.	Controlling point	All withdrawals and spelling corrections are handed in and verified according to the original entries submitted. Rules of the competition are applied.	2 persons
7.	Tables for managers to work at	Managers need to check the entries and other documentation in package. Do all withdrawals.	10 tables and 40 chairs Depend on size of event
8.	Computer	Do all withdrawals and spelling corrections approved by the Controlling point.	If possible, separate room adjacent to registration area. Minimum 2 persons. No manager allowed in this room.
9.	Temporary Licence Numbers.	All athletes that do not have a permanent licence number of their province need to purchase a Temporary Licence No	1 person



**Table 4:24: Lane Draws (cf. Checklist 13 on CD)**

<b>Topic</b>	<b>Number of Copies</b>	<b>Comment</b>
Track Judges	1	Only track events
Time keepers	0	Prepare a time card with all the events listed per heat or round.
Electronic Timing	2	Track events
Technical Information Centre (TIC)	3	Full Sets 1 set to add to update Notice Board 1 set to update Technical official files 1 set to answer questions addressed to TIC
Notice Board	1	Full Set At least 3 hours prior to 1 <sup>st</sup> event on day of competition on the notice board
Meeting Director	1	Full set
Field Events		<b>Only the specific event</b> <b>File for the recorder</b> <b>File for the referee at the event</b>
Discus	2	Only Discus File for recorder File for referee
Shot Put	2	Only Shot Put File for recorder File for referee
Javelin	2	Only Javelin File for recorder File for referee
Hammer Throw	2	Only Hammer Throw File for recorder File for referee
High Jump	2	Only High Jump File for recorder File for referee
Long Jump	2	Only Long Jump File for recorder File for referee
Triple Jump	2	Only Triple Jump File for recorder File for referee
<b>Topic</b>	<b>Number of Copies</b>	<b>Comment</b>
Pole Vault	2	Only Pole Vault

		File for recorder File for referee
Starter	1	Track Events 1 File. Starter's assistant
Call Rooms	2	Full Sets 1 File for Call Room 1 1 File for Call Room 2 OR 1 File Track to Call Room Track File per Field event if Call rooms are operational for Jumps, Throws.
VIP	1	Full Set – put up prior to event in the VIP Room
Media	Determine number of media members that will attend the meeting.  <b>Television</b> Determine number of copies as it may change according to the extent of the broadcast	Have copies in boxes/draws at each area per media member identified at their respective seats or booths.  Television commentators: 2 full copies and 1 copy track and 1 copy field TV Van: 20 copies, confirm number of copies as this may change depending the extent of the broadcast.
Announcer	Set per announcer. Determine number of announcers at the event	Full set
Doping	1	Full set
Results Computer	1	Full set
Team Managers	1 set per team	Full set (optional)
Heptathlon	1 set of heptathlon events	
Decathlon	1 set of decathlon events	

**Table 4:25: Specific Event Concerns regarding Safety and Security (cf. Checklist 15 on CD)**

Date ..... Name ..... Title ..... Number .....

<b>Pre-Event Protocol</b>					
<b>No</b>	<b>Topic</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>	<b>Signed off</b>
1.	Have an adequate number of security personnel been reserved for the event?				
2.	Is all safety equipment in place, such as lights at staircases, chairs in the pavilion?				
3.	Are ancillary facilities (e.g. bathrooms, parking lots, traffic, etc.) inspected before the event to detect problems?				
4.	Do you have a regular updated security plan?				
5.	Do you update the security plan according to the event?				
6.	Do you have an emergency communication procedure in place?				
7.	Are there enough trash receptacles, and are they emptied properly and in a timely fashion?				
8.	Are pictures taken of the facility before the event (both general areas and key problem areas)?				
<b>Event Protocol</b>					
9.	Has a JOC been? Established?				
10.	Who will staff JOC				
11.	Are weather conditions tracked?				
12.	Is adequate supervision provided throughout the event (before, during and after)?				
13.	Is adequate supervision provided for participants and officials?				
14.	Is adequate supervision provided for spectators?				
15.	Is there a system in place to track keys?				
16.	Is there a system in place to avoid/prevent theft of equipment and other property?				
17.	Will accreditation be used at the event?				

No	Topic	Yes	No	Comments	Sign off
18.	Will doors be monitored and will some doors have limited access?				
19.	Will some areas be monitored?			Identify areas	
20.	Will some areas have limited access, e.g. Warm up area?			Identify areas	
21.	Will all event staff wear identifiable clothing?				
22.	Will there be event staff members roaming amongst the crowd?			Identify number	
	<b>Parking lot safety</b>				
23.	Are there parking lot attendant(s)?			Identify number	
24.	Is there an adequate line of sight for any attendant to see the lot?				
25.	Lighting at the parking lots?				
26.	Do the attendant(s) regularly patrol the lot?				
27.	Is the parking lot frequently patrolled before the event?				
28.	Is the parking lot frequently patrolled during the event?				
29.	Is the parking lot frequently patrolled after the event?			Until when?	
30.	Are there adequate signage directing people to the facility and other locations?				
31.	Is external access limited by fences or other means?				
32.	Is additional security provided when the parking lot is in a neighbourhood with a high crime rate?				
33.	Is there adequate parking for persons with handicaps?				
34.	Are there adequate bus parking and safe movement areas for those leaving buses?				
	<b>Major disaster</b>				
35.	Do you have a written bomb scare statement or evacuation statement available for the Public Address System Announcers to use?				
36.	Do you have regular meetings with law enforcement personnel to discuss the safety of the vicinity of the stadium?				

No	Topic	Yes	No	Comments	Signed off
37.	Do you practise mock drills to simulate response to disaster with key personnel of the event?				
38.	Are back-up phones, walkie-talkies, mobile phones available?				
39.	Are there specially trained staff members constantly looking for suspicious behaviour?				
40.	Are packages checked before entering the facility?				
41.	Are event personnel trained to check packages?				
42.	Who is responsible for providing security measures?				
43.	If security is outsourced, are there indemnity and hold-harmless provisions in the contract to protect the facility?				

This Table and the Checklist referred to must be used and updated according to the most current Safety at Sport and Recreational Events Act, 2010(Act No 2 of 2010).

Sources: Coetzer, 2012: Personal interview; Act No 2:2010; Guidelines for staging events within the City of Cape Town: 2010:1-4; Boukes & Fourie, 2004:11-14.

**Table 4.26: Technical Checklist – 2 weeks prior to the event (cf. Checklist 16 on CD)**

No	Task	What to assess	What to do	Final Check
1.	Equipment ordered	Check receipt File documentation	Follow up equipment ordered but not received.	
2.	Equipment	All equipment in store room	Store to be easily accessible.	
3.	Temporary structures	Confirm what was ordered	Construct and erect all tents, etc.  Apply safety and risk management and assessment procedures	
4.	Temporary track or throwing events facilities	Preparation and work done	Complete work done  Safety and Risk Management and assessment.	
5.	All-weather track	Check permanent marking on track	Re-mark if necessary  Re-survey if necessary.	
6.	If no person was specifically made responsible for the task, check the medical and paramedical services	Assess needs  Confirm availability	Prepare rooms  See to it that all equipment is available as required.	
7.	Electronic timing system and all other electronic equipment including the PA System	Ensure that all equipment works.  Maintenance done if necessary	Maintenance or repairs if necessary;  Final test on day before and on day of event.	
8.	Volunteers and Support Staff	Confirm a practice session with volunteers.  Confirm presence of support staff.	Practise a day or two before event.	

Sources: FSA Checklist, 2005:5-6; Glad & Roe, 2002:43.

**Table 4.27: Technical arrangements (cf. Checklist 17 on CD)**

<b>No</b>	<b>What needs to be done?</b>	<b>Which committee member is responsible?</b>	<b>Name of responsible committee member</b>
1.	Submit time tables for the event.	Chairperson Track and Field Commission	
2.	Entry standards.	Chairperson Track and Field Commission in conjunction with selectors.	
3.	Implements to be used	Technical Manager	
4.	Determine qualifying standards for the field events	Chairperson Track and Field Commission in conjunction with selectors.	
5.	Determine the basis on which heats and qualifying rounds will be managed	Chairperson, Track and Field Commission in conjunction with Referees.	
6.	Technical Regulations to be issued to all competition members in good time before the competition.	Technical Manager in conjunction with Secretary	
7.	Responsible for all technical preparations for the event	Technical Manager & Committee	
8.	In competitions under IAAF Rules 1 (a), (b), (c), the Technical Manager shall chair the Technical Meeting and shall brief the Technical Officials	Technical Manager	
9.	Control entries and have the right to reject them for technical reasons or in accordance with Rule 146.1 (Rejection for reasons other than technical must result from a ruling of the IAAF or the appropriate Area Council). This could be broken down in a South African context to the province, club, or any Associate Member of ASA.	Secretary of LOC	
10.	Synthetic surface of the track: clean and clearly marked. One of the most important lines, the finish line, must be clear and visible to the photo finish equipment.	Technical Manager	
11.	Officials' stand: clean and broken seats replaced.	Technical Manager	

<b>No</b>	<b>What needs to be done?</b>	<b>Which committee member is responsible?</b>	<b>Name of responsible committee member</b>
12.	Flags available for officials to draw from the storeroom  - white flags indicate officials are ready  - yellow flags indicate possible infringements  - red flags indicate not ready	Technical Manager	
13.	Ensure that all electronic equipment works and is calibrated.	Technical Manager	
14.	Batteries for wind gauges are loaded and at full strength. Batteries, available for the unforeseen.	Technical Manager	
15.	Two-way radios loaded with extra batteries available.	Technical Manager	
16.	Clip boards, pencils, and pens.	Technical Manager	





No	Support staff required	What for?	LOC Responsibility
5.	Competition Secretariat	Identify and check venue for competition secretariat; determine equipment needs.	Secretary to determine needs and ensure that venue is prepared.
6.	Water point attendants	Technical officials Athletes running long distance Water sachets Budget Determine number of stations	Appoint according to IAAF Rule
7.	Photographer	For team photos	LOC member: 3 Quotations and appoint photographer Popular at school events. Appoint but do not get involved in the arrangements and payments for photos. Can offer to put information as received from photographer regarding team photos and action photos in circular to teams and in manager's package.
8.	Communication network staff	Determine needs Hire network Network quotations Budget	LOC appoint staff
9.	Announcer	Competition announcer	Determine needs Budget Accommodation Transport Payment Appoint
10.	Stadium Support staff	Cleaners. Toilet facilities Cleaners. Pavilion Cleaners. Grounds	
11.	Budget	Cleaners. Toilet facilities  Cleaners. Pavilion  Cleaners. Grounds	
12.	Determine needs per category	Cleaners. Toilet facilities  Cleaners. Pavilion  Cleaners. Grounds	Determine the number of staff needed to keep the identified areas clean before, during and after each day.
13.	Appoint per category		

<b>No</b>	<b>Support Staff required</b>	<b>Who for?</b>	<b>LOC Responsibility</b>
14.	Job description	Determine per category	Determine the job description per category that will meet the standards required for the event.
15.	Telkom assistant	To assist media	Major events on site: Have a person on stand-by with contact no available for smaller events.

Sources: Coetzer, 2006: Personal interview; Boukes & Fourie, 2004:56.

**Table 4.32: Call Room - Equipment (cf. Checklist 31 on CD)**

No	What	Why	Remarks
1.	Chairs	Athletes: 10 Technical Officials: 3	
2.	Table	Technical Officials: 1	
3.	PA System/ Megaphone	For announcements.	
4.	Vest Sheet	Technical Officials to check to adhere to criteria.	
5.	Tape (duct tape)	To close unauthorised logos, etc.	
6.	Cloth and pins	To close larger areas that is unauthorised.	
7.	Safety Pins	To assist athletes whose race numbers are not safely pinned to the vest	
8.	Electronic Race numbers	Hand out to athletes according to lane draws.	Pin the number with a safety pin to ensure that it sticks.
9.	Bags + tag + pen	Bags that can be locked, with a tag with the name of the athlete on, it to use when goods are taken from athlete that is not eligible to take on the track according to the IAAF Rules.	Black refuge bags could also be used and a name tag could be attached to the bag.
10.	Name tags + Confiscation Form + Stapler + copy paper	To add name tag to black plastic bag and confiscation form.	Important: confiscation form must be completed in duplicate.

**Table 4.34: Copy Centre equipment (cf. Checklist 38)**

<b>Equipment</b>	<b>Number/Colour</b>	<b>Comment</b>
Tables	Minimum 6	1 Quality Control 2 Copies for ASA, etc. 3 Copies - distribution
Chairs	3 chairs	
Trays	Number of copies to be made	Each place of distribution and the copies to be made for the Federation and teams participating (Provinces or Institutions).
Photo Copy machines	Minimum 4	1 All Track results 1 All Field results 1 All Lane draws 1 Urgent notices + to assist when ink needs to be changed or paper jam occurs in other machine or corrections. No copy process may stand still.
Paper	White  Blue Pink Yellow Green	Start lists (lane draws) and general information. Results- Men Results – Women Corrections Urgent Notices
Paper reams	During Planning phase work out the numbers of copies according to the number of events that will take place + add 20%. White paper: add 50%.	To make available the results for participating teams and ASA
Maintenance and repair equipment		Have ink available on site. A technician for repair and maintenance on site if a mega event other on call. Have number visible in room.

Source: Fourie, 2012[e]:155; Barra, *et al.* 2003:176.

**Table 4.35: Staff in the Copy Centre**

<b>Area of responsibility</b>	<b>Number of persons</b>	<b>Responsibility</b>
Quality Control Table	2 persons	1 person manages and records all incoming work. 1 person managing all filing of documentation and recording of outgoing documentation.
Photo Copy machines	Minimum 4	1 person per machine.
Co-ordinator	1 person	Co-ordinates the process and attend to all crisis's.
Volunteers	2-3 volunteers per delivery point	To each point of delivery a minimum of 2 persons. During the planning phase the points of delivery and distance from copy centre need to be identified. The criteria to meet in identifying the number of volunteers have to determine how many volunteers will be able to deliver results without a break in the system and a steady flow for the full period of the programme.

Source: Fourie, 2012[e]:60.

**Table 4.36: Key Technical officials (cf. Checklist 45 on CD)**

No	Tasks	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Appointment of Technical Officials</b>							
1.1	Competition Director							
1.2	Meeting Manager							
1.3	Technical Manager							
1.4	Competition Secretary							
1.5	Call Room Manager							
1.6	Announcer(s)							
1.7	Scoreboard Manager							
1.8	Awards Ceremony Manager							
1.9	Chief Marshall							

Sources: IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; ASA–The ASA Technical Manual, 2002.20-22.

**Table 4.37: Technical Officials: Track Events (cf. Checklist 46 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Appointment of Track and Field Officials</b>							
1.1	Track Referee							
1.2	Starter(s) and Re callers							
1.3	Starter's Assistant(s)							
1.4	Chief Finishing Judge							
1.5	Finishing Judges							
1.6	Chief Timekeeper							
1.7	Timekeeper(s)							
1.8	Chief Photo Finish Judge							
1.9	Photo Finish Judges							
1.10	Umpires							
1.11	Lap Scorers							
1.12	Race-walking Judges							
1.13	Referee. Multi Events							
1.14	Chief. - Decathlon - Heptathlon							
1.15	Determine number of technical officials per category							

Sources: Fourie, 2012[e]:13-16; IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; ASA–The ASA Technical Manual, 2002:20-22.



**Table 4.39: Duties of the starter prior the competition (cf. Checklist 48 on CD)**

No	Topic	Duties	Comment
1.	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee	
2.	Review applicable rules to the meeting.	Discuss rules with the team that will be working at the start , including re-caller(s)	Ensure that each person working at the start knows what is expected from him/her.
3.	Check the starts and finishes of each event.	Plan who will be the starter at each event to ensure that the programme stays on time and is started on the correct starting line.	
4.	Check staggers for each race	Determine 800m races – run in lanes or on stagger	
5.	Check equipment	Starting Blocks  Flags  Lane markers	Determine who will remove blocks and lane markers
6.	Starting gun and technical link to electronic timing, including the recording of the wind gauge.	Assist the Chief Photo Finish Judge with undertaking tests to ensure the equipment started automatically by the starter's gun at each starting point and the zero control operation for the photo or video finish system.	Determine supply of ammunition. Determine the communication between starter and Electronic Timing to prevent races to start not recorded.
7.	False start system (if in use)	Test the false start detection system if in use.	
8.	Starters PA System	Test the Starter's PA system	
9.	Brief officials	Brief the Re-caller and the other starters. Include Volunteers at the start	Include all volunteers including the: basket carriers starting blocks lane numbers equipment carriers

Sources: Coetzer, 2011: Personal interview; Botha, J.P., 2007: Personal interview; Glad & Roe, 2002: 126-128.

**Table 4.40: Duties for the re-caller(s) prior to the competition (cf. Checklist 48 on CD)**

No	Topic	Duties	Comment
1.	Arrive at venue 45 minutes before start of event.	Report to the Chief Starter	
2.	Review applicable rules to the meeting.	Discuss rules with the starter and confirm any questions you have.	Determine what is expected from you as re-caller.
3.	Familiarise yourself with the start, staggers and finish locations for each race.	Determine who will be the starter at each event to ensure that the programme stays on time and is started on the correct starting line. Identify what the starter expects from the re-caller.	
4.	Check staggers for each race	Determine 800m races – run in lanes or on stagger.	
5.	Check the starting gun and technical link to electronic timing, including the recording of the wind gauge.	Assist the Chief Photo Finish Judge with undertaking tests to ensure the equipment used will start automatically by the starter's gun at each starting point and the zero control operation for the photo or video finish system.	
6.	Assist controlling competitors	During the pre-race preparations and the starting line.	
7.	Prior to start	Position yourself as required by the Starter.	
8.	Re-call	Help to assemble the competitors immediately for the new start	
9.	Assist Starter	Assist the Starter in accordance with the IAAF Rules	If in position and can identify the false start assist the chief starter.
10.	Equipment	Assist with the equipment during the event.  Assist with the return of all the equipment used to its proper place	

Source: IAAF Rules 129, 160, 161, 162, 163, 165 (IAAF Competition Rules 2010-2011: 88-90; 103 -115; Coetzer, 2011: Personal interview; Botha, J.P., 2007: Personal interview; Glad & Roe, 2002:126-128.

**Table 4.41: Instructions for the Starter's Assistants (cf. Checklist 50 on CD)**

No	Topic	Duties	Comment
1.	Arrive at venue 45 minutes before start of event.	Report to the Chief Starter.	
2.	Review applicable rules to the meeting.	Discuss rules with the starter and confirm any questions you have.	Determine what is expected from you as starter's assistant
3.	Familiarise yourself with the starts, staggers and finish locations for each race	Walk with the starters when they check the staggers.	
4.	Relay batons	<p>Determine the location and number of batons.</p> <p>Provide relay batons to the first runner of the relay race.</p> <p>Collect the relay baton after each relay race.</p>	Ensure you have the batons on time for the relay events.
5.	Call Room procedures	Familiarise yourself with the Call Room and the procedures for conducting competitors to the start of the races.	Ensure you have the timetable to enter the track
6.	File- start lists	Obtain the final list of competitors for each race and keep updated during the meeting if changes occur. Ensure that you receive new start lists for any events that are advanced during the meeting.	
7.	Correct Lanes & Heats	Ensure that competitors are in the correct heat and lane according to the lane draw	
8.	Hip numbers (photo finish)	Ensure that numbers and photo finish, or hip, numbers, if used, are correctly worn.	
9.	Assemble competitors	Ensure that competitors assemble about three meters behind the start line and in the correct lane.	

No	Topic	Duties	Comment
10.	Starter's orders	When the starter has ordered the competitors to their marks, ensure that they have assumed the correct position within their lane and behind the start line.	
11.	New race	When competitors are ready, assemble the competitors immediately for the new start.	
12.	Starter's assistant	Assist the Starter as required.	
13.	Starting blocks	Remove the starting block where applicable if volunteers are not available.	
14.	Return equipment	Assist with the return of all equipment used to its proper place.	

Source: Refer to IAAF Rules 130, 160, 161, 162, 163, 165 (IAAF Competition Rules 2010-2011. 90; 103 - 115); Coetzer, 2011: Personal interview; Botha, J.P., 2007: Personal interview; Glad & Roe, 2002:126-128.

**Table 4.42: Volunteers – Starting blocks (cf. Checklist 51 on CD)**

<b>No</b>	<b>Topic</b>	<b>Duties</b>	<b>Comment</b>
1.	Report at the venue	Arrive at least 45 minutes before the start of the first event.  Report to the co-ordinator that will assure that the volunteers report on time to the Chief starter.	
2.	Familiarise yourself with starting points of each event in need of starting blocks	With the assistance of the starters familiarise yourself with the starting points of each event in need of starting blocks.	
3.	Starting blocks	Ensure that all starting blocks are placed in the lanes for the first event.	
4.	During event	Pick up starting blocks when required and transport the starting blocks to the next start.	
5.	After event	Return starting blocks to the storeroom after the event.	
6.	Checklist 21	Submit Checklist 21: Form to report problems during the event to the TIC.	

Source: Fourie, 2012[e]:120

**Table 4.43: Volunteers – Baskets (cf. Checklist 52 on CD)**

<b>No</b>	<b>Topic</b>	<b>Duties</b>	<b>Comment</b>
1.	Report at the venue	Arrive at least 45 minutes before the start of the first event.  Report to the co-ordinator that will assure that the volunteers report on time to the Chief starter.	
2.	Baskets	Ensure that all baskets are placed in the lanes behind the blocks for the event (5 meters behind)	Athletes will put their belongings in the baskets
3.	During event	Stand behind allocated lane and basket about five meters behind the start line.	Ensure that the team moves appropriately and on time to the finish area without disturbing participation.
4.	After event	Return baskets to the storeroom after the last event.	

Source: Boukes & Fourie, 2004:120.

**Table 4.44: Duties of the Chief Finish Judge and Finish Judges prior to and during the competition (cf. Checklist 53 on CD)**

No	Who	Duties	Comment
1.	Chief Finish Judge	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee
2.	Chief Finish Judge	Check the stand	The Finish Judges have to be seated on an elevated tiered platform/stand; the lowest step being at least 2 meters above track level.
3.	Chief Finish judge	Discuss rules with Finish judges	Ensure all depart from the same premises and understand the rules.
4.	Chief Finish Judge	Allocate the positions responsible for to each finish judge.	
5.	Chief Finish Judge	File – Start lists	Fetch from TIC
6.	Chief Finish Judge	Appoint recorder	
7.	Finish Judges	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Finish judge
8.	All Finish Judges to ensure they know the most current rules.	Review rules applicable to the meeting.	Base your decisions on when the torso (not arms, legs or head) crosses the finish line. Remember the number, colour of uniform and lane of the competitors in the place you pick. After the finish of each race, follow the competitors to obtain their number or name and report to the Chief Finish Judge
9.	Finish judges	Concentrate on the task – do not tell other judges how to do their job or socialise.	

No	Topic	Duties	Comment
10.	Chief Finish Judge and Finish Judges	Keep finish area clear of unauthorised personnel, especially the line of sight from the stand to the finish line.	
11.	Chief Finish Judge and Finish Judges		Assist the return of all equipment used to the storeroom after the event

Source: IAAF Competition Rules 2010-2011:118,119-136,140-143; Athletics officiating, 1986:7.



**Table 4.45: Duties of the Chief Time-keeper Judge and Time-Keepers prior to and during the competition (cf. Checklist 54 on CD)**

No	Official	Duties	Comment
1.	Chief Time Keeper	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee
2.	Chief Time Keeper	Check the stand	The timekeepers must operate from the same side of the track, preferably from the outside of the track, 5m from, and in line with, the finish line. They must be seated on an elevated tiered platform/stand; the lowest step being at least 2 meters above track level
3.	Chief Time Keeper	Signal the Starter when the Timekeepers are ready for the race by waving the white flag.	
4.	Chief Time Keeper	Time the winner of each race.	
5.	Chief Time Keeper	Ensure that the time on each assistant timekeeper's watch is corrected and recorded after each race, examine the time on any watch if required.	
6.	Chief Time Keeper	Determine the correct time for each finisher in accordance with the IAAF Rules.	
7.	Chief Time Keeper	Make sure that all places and times are legible on the event recording sheets and provide without delay to the Competition Secretary.	
8.	Chief Time Keeper	Give undivided attention to duties and instruct Assistant Timekeepers to do likewise.	
9.	Chief Time Keeper	Discuss rules with Time keepers.  Ensure time keepers know how to use and read time.	Ensure all depart from the same premises and understand the rules.

No	Official	Duties	Comment
10.	Chief Time Keeper	Brief the Assistant Time Keepers and assign them lanes or places to time in the races.	If there are sufficient Assistant Timekeepers, three should be assigned to first place, and two to all remaining places.
11.	Chief Time Keeper	Assign one Assistant Timekeeper to call out lap times (if digital lap timer is not in use).	
12.	Chief Time Keeper	File the start lists	Fetch start lists from TIC
13.	Chief Time Keeper	Assign a recorder	Confirm the time recorded
14.	Time Keepers	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Time Keeper
15.	Time Keepers	Ensure that all watches work	Report to Chief Time Keeper. Ensure extra watches and batteries for the unforeseen.
16.	Time Keepers	Be ready when each race is to start. Watch for the flash/smoke of the gun.	
17.	Time Keepers	Write the recorded time on the time sheet and provide to the Chief Timekeeper. On request you need to show your watch and the recorded time to the Chief Timekeeper.	
18.	Time Keepers	Watch the competitors and stop the watch when the torso hits the finish line.	
19.	Time Keepers	Not to clear watches until told to do so by the Chief Timekeeper	
20.	Time Keepers	Act independently of the other Assistant Timekeepers.	
21.	Chief Time Keeper & Time Keepers	Review applicable rules to the meeting.	All Time keepers to ensure they know the most current rules.
22.	Chief Time Keeper: Time Keepers responsible for 1 <sup>st</sup> place	Acquaint him-/herself with the records for each race on the programme.	
23.	Chief Time Keeper & Time Keepers	Ensure the return of all equipment used to the storeroom.	

No	Official	Duties	Comment
24.	Chief Time Keeper & Time Keepers	Keep the finish area clear of unauthorised personnel, especially the line of sight from the stand to the finish line.	

Source: Fourie, 2012[e]:92; IAAF Competition Rules 2010-2011:87-88;91;103-110; Athleticsofficiating, 1986:7.

**Table 4.46: Duties of the Photo Finish judges prior to and during the competition (cf. Checklist 55 on CD)**

<b>No</b>	<b>Official</b>	<b>Duties</b>	<b>Comment</b>
1.	Photo Finish Judges	Check equipment in conjunction with the starters.	A Day before the event <i>cf.</i> Table 4.45 no 2
2.	Chief Photo Finish Judge	Arrive in sufficient time (+- 2 hours) before the first race to assemble and test the Photo Finish System and to perform other required duties.  It is advisable for the equipment to be checked before the day of competition if it has not been used at the specific venue for some time.  At major event two (2) systems have to be used.	
3.	Chief Photo Finish Judge	Report to the Track Event Referee.	
4.	Chief Photo Finish Judge	Ensure sufficient supplies of all required material.	
5	Chief Photo Finish Judge	Signal the Starter when he/she and the Assistant Photo Finish Judges are ready for the race by waving the white flag or activating the green light.	
6.	Chief Photo Finish Judge	Activate the red light while processing the result.	
7.	Chief Photo Finish Judge	If there is a problem determining a place or time, consult the Track Events Referee	
8.	Chief Photo Finish Judge & Photo Finish Judges	Ensure the times are recorded in accordance with the IAAF Rules and convey results to the Competition Secretary.	
9.	Chief Photo Finish Judge & Photo Finish Judges	Important: recording of the wind gauge reading where applicable.	
10.	Chief Photo Finish Judge & Photo Finish Judges	Keep work area clear of all unauthorised personnel.	
11.	Chief Photo Finish Judge & Photo Finish Judges	Do not pass or show photo finish pictures to unauthorised personnel.	

No	Official	Duties	Comment
12.	Chief Photo Finish Judge & Photo Finish Judges	Save (file) all pictures and/or all photographs in a sturdy box or container or in the case on video material on an appropriate disk.	
13.	Chief Photo Finish Judge & Photo Finish Judges	Review the rules applicable to the competitions.	
14.	Chief Photo Finish Judge & Photo Finish Judges	Supervise the positioning and testing of the equipment and with the assistance of the Starters undertake tests to ensure the equipment is started automatically by the starter's gun at each starting point and the zero control operation for the photo or video system.	
15.	Chief Photo Finish Judge & Photo Finish Judges	Review picture (photographs) with Assistant Photo Finish Judges and determine the placing and time of each competitor.	
16.	Chief Photo Finish Judge & Photo Finish Judges	Return all equipment used to the storeroom.	
17.	Chief Photo Finish Judge & Photo Finish Judges	Disassemble the equipment, pack it correctly, and return it to the storeroom.	
18.	Photo Finish Judges	Arrive at least 80 minutes before the start of the first race.	Report to the Chief photo Finish Judge
19.	Photo Finish Judges	Assist the Chief Photo Finish judge as required.	
20.	Chief Photo Finish Judges and Starter	Check equipment in conjunction with the starter.	
21.	Photo Finish Judges	Files Start Lists	Fetch from TIC

Source: IAAF Competition Rules 2010-2011:119,135-136,140-148; Glad & Roe, 2002:67; Athletics officiating, 1986:49.

**Table 4.47: Duties of the Chief Umpire and Umpires (cf. Checklist 56 on CD)**

No	Who	Duties	Comments
1.	Chief Umpire	Arrive at least 60 minutes before the start of the first event.	Report to the Competition Secretary or the Track Events Referee
2.	Chief Umpire	Ensure that the Umpires' chairs and flags are available and set out in the right position for the first event.	cf. Figures 20 - 27.
3.	Chief Umpire	Brief the Umpires and in conjunction with the Track Event Referee assign them their places, if not determined in advance.	
4.	Chief Umpire	Distribute violation cards and track material to the Umpires.	
5.	Chief Umpire	If Umpires are to enter the arena together, assemble them in the agreed place.	
6.	Chief Umpire	In the relay races, assist the umpires in ensuring that the athletes, other than those starting the race, are in the correct lanes and change over according to the IAAF Rules.	
7.	Chief Umpire	Act as an umpire and supervise and assist the other Umpires.	
8.	Chief Umpire & Umpires	Review the rules applicable to the competition.	
9.	Chief Umpire & Umpire	Report violation of IAAF Rules in hurdle and steeplechase races to the Track Events Referee.	
10.	Chief Umpires & Umpires	In the hurdle and steeplechase events, check the hurdles for proper positioning and height adjustment.	
11.	Chief Umpire & Umpires	Ensure the return of all the equipment to the storeroom.	

No	Official	Duties	Comment
12.	Umpires	Arrive at least 45 minutes before the start of the event.	
13.	Umpires	Report to the Competition Manger and or Chief Umpire.	
14.	Umpires	Observe the competitors and other persons during each race for rule violations such as lane violations, illegal crowding, cutting in, trailing leg or foot in the hurdles or deliberately knocking down a hurdle, etc.	
15.	Umpires	In case of a violation, raise a yellow flag. Write the nature of the violation on the violation card and give it to the Chief Umpire. Keep a copy for your records.	
	Umpires	Assist marshals when not inspecting races.	

Source: IAAF Competition Rules 2010-2011:119, 152-155; Glad & Roe, 2001:67; 132-135.

**Table 4.48: Technical Officials - Field Events (cf. Checklist 57)**

No	Officials	Name of Official	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Appointment of Field Event Officials</b>							
1.1	Field Event Referee(s) Jumps Throws Combined Events							
1.2	Chief Judge Discus							
1.3	Judges Discus							
1.4	Chief Judge Shot Put							
1.5	Judges Shot Put							
1.6	Chief Judge Javelin							
1.7	Judges Javelin							
1.8	Chief Judge Hammer Throw							
1.9	Judges Hammer Throw							
1.10	Chief Judge High Jump							
1.11	Judges High Jump							
1.12	Chief Judge Long Jump							
1.13	Judges Long Jump							
1.14	Chief Judge Triple Jump							
1.15	Judges. Triple Jump							
1.16	Chief Judge Pole Vault							
1.17	Judges Pole Vault							
1.18	Determine number of technical officials per category							

Sources: IAAF Competition Rules, 2010 - 2011; Coetzer, 2008: Personal interview; Glad & Roe, 2002:65; ASA-The ASA Technical Manual, 2002:15.



**Table 4.49: Duties of the Chief Field Judge and Field Judges prior to and during the competition – general (cf. Checklist 58 on CD)**

<b>No</b>	<b>Official</b>	<b>Duties</b>	<b>Comment</b>
1.	Chief Field Judge	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Field Referee
2.	Chief Field Judge	Check the specific field event assigned to regarding Technical requirements	Check according to specific event IAAF Rule
3.	Field Judges	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Field judge of your assigned event.
4.	Field Judges	Review applicable rules to the meeting	Review the specific event's rules assigned to work at.
5.	Chief Field judge	Discuss rules with Field judges	Ensure all talk the same language, interpret and understand the rules.
6.	Chief Judge	Allocate the positions responsible for to each field judge.	
7.	Chief Judge	Fetch Start List Files	Ensure black pen included and that it writes. Ensure back-up pen
8.	Chief Judge	Wind Gauge where applicable	Ensure wind gauge readings are recorded on the results.

Source: IAAF Competition Rules, 2010-2011:166-205; Glad & Roe, 2002:69-70.

**Table 4.50: Chief Judge High Jump- duties prior to competition (cf. Checklist 59 on CD)**

No	Duties	Comment
1.	Arrive at least 60 minutes before the event is scheduled to begin and report to the Field Event Referee.	
2.	Pick up the event recording from the Competition Secretary.	
3.	<p>Check the competition site for. (uprights, crossbars, landing mats, approach area)</p> <ul style="list-style-type: none"> <li>○ Placing of equipment,</li> <li>○ safety of equipment,</li> <li>○ irregularities,</li> <li>○ deficiencies,</li> <li>○ whether they are set up in the best position, as far as possible, for the athletes and judges, spectators, media and in co-operation with adjacent events.</li> </ul>	Ensure wind sock is placed <i>cf.</i> Figure 4.27.
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the rules (Rules 181; 182) applicable to the meeting (IAAF Competition Rules 2010-2011. 133-138).	
6.	If judges are to enter the arena together, gather at a specific place and enter the arena together.	
7.	Define the competition area' and advise the athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the approach and take-off areas.	
9.	Announce the order of competition (jumping order).	
10.	Announce the starting height to the competitors and the increments by which the bar will be raised.	
11.	Record height at which each competitor will be jumping.	
12.	Inform the competitors in advance that the 'time limit rule' (one minute) for a normal trial will be invoked.	

<b>No</b>	<b>Duties</b>	<b>Comment</b>
13.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:166-171.

**Table 4.51: Chief Judge High Jump: Duties during the competition (cf. Checklist 60 on CD)**

No	Duties	Comment
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules (Rules 181; 182) applicable to the meeting (IAAF Competition Rules 2010-2011:133-138) and any meeting rules applicable.	
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each height.	
8.	Announce the new heights to the competitors.	Ensure that the score board reflects the new height
9.	Ensure that each attempt of every athlete is recorded correctly.	
10.	Determine whether a jump is successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	

Source: Fourie, 2012[e]: 125; IAAF Competition Rules 2010-2011: 166-171; Glad & Roe, 2002:141.

**Table 4.52: Chief Judge High Jump: Duties after the competition (cf. Checklist 61 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comment</b>
1.	Verify the finishing place and height of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	
4.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems were reported, as a ZERO report.

Source: Fourie, 2012[e]:125; IAAF Competition Rules 2010-2011:166-171; Glad & Roe, 2002:141.

**Table 4.53: Assistant High Jump Judges: Duties during the competition (cf. Checklist 62 on CD)**

No	Duties	Comment
1.	Arrive at least 45 minute before the event is scheduled to start.	
2.	Report to the Chief Judge and receive work assignment	
3.	Assist the Chief Judge in checking the high jump competition area and equipment, for example the cross bar, placing of up-rights, measurement stick, etc.	
4.	Assist with duties as requested by the Chief Judge.	
5.	When the competition has concluded, assist in returning the equipment to the storeroom.	
6.	Submit Checklist 21: Form to report problems during the event to the TIC	Even if no problems were reported, as a ZERO report.

Source: Fourie,2012[e]:125; IAAF Competition Rules 2010-2011:166-171;Glad & Roe,2002:141.

**Table 4.54: Chief Judge – Pole Vault: Duties prior to the competition (cf. Checklist 63 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field Events Referee
2.	Pick up the event recording form from the Competition Secretary	Pick up at TIC
3.	Check all competition equipment and site (uprights, crossbar, poles, tape on poles, landing mats), as well as the approach area and the take-off area for any irregularities, deficiencies and whether they are set up in the best position as far as possible for the athletes, judges, spectators and media, and co-operation with the adjacent events.	Ensure the wind sock is positioned, cf. Figure 4.30
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the applicable rules	IAAF Rules 180; 183) to the event (IAAF Competition Rules 2010-2011:133;138-142.
6.	If judges are to enter the competition area together, gather at one point and enter the arena.	
7.	Define the competition area' for athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the runway.	
9.	Announce the order of competition (jumping order).	
10.	Announce the starting height to the competitors and judges and the increments by which the bar will be raised.	
11.	Record the heights at which each competitor will begin jumping and their initial requests for the upright positions.	
12.	Inform the athletes in advance that the 'time limit rule' will be invoked	IAAF Rule 180 (IAAF Competition Rules 2010-2011:130-131).

<b>No</b>	<b>Duties</b>	<b>Comments</b>
13.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:161-165;171-175.



**Table 4.55: Chief Judge – Pole Vault: Duties during the competition (cf. Checklist 64 on CD)**

No	Duties	Comments
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and any meeting rules applicable.	(Rules 181; 183) applicable to the meeting IAAF Competition Rules 2010-2011:133;138-142
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each height.	
8.	Announce the new heights to the competitors.	
9.	Ensure that each attempt of every athlete is recorded correctly.	
10.	Determine whether a jump is successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	

Source: IAAF Competition Rules 2010-2011:161-165; 171-175.

**Table 4.56: Chief Judge – Pole Vault: Duties after the competition (cf. Checklist 65 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Verify the finishing place and height of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems are reported, submit as a ZERO report.

Source: Fourie, 2012[e]:130; Glad & Roe, 2002:146.

**Table 4.57: Assistant Judges – Pole Vault: Duties prior to and during the competition  
(cf. Checklist 66 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment.
2.	Assist the Chief Judge in checking the high jump competition area and equipment, for example the cross bar, placing of up-rights, measurement stick, etc.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems are reported, submit as a ZERO report.

Source: Fourie, 2012[e]:130;Glad & Roe, 2002:146.

**Table 4.58: Chief Judge – Long Jump and Triple Jump: Duties prior to the competition (cf. Checklist 67 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee
2.	Pick up the event recording form from the Competition Secretary.	
3.	Check all competition equipment and site (the area, take-off board, pit, plasticine, and equipment) for any irregularities, deficiencies and whether they are set up in the best position as far as possible for the athletes, judges, spectators and media, and in co-operation with the adjacent events.	Ensure the wind sock is placed, cf. Figure 4.30 Long Jump and Figure 4.31 Triple Jump.
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the rules applicable to the event.	(IAAF Rules 184, 185, 186) IAAF Competition Rules 2010-2011:143-147.  Ensure that all the judges understand the rules and apply them according to common understanding of the rules.
6.	If judges are to enter the competition area together, gather at one point and enter the arena.	
7.	Define the 'competition area' for athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the runway.	
9.	Announce the order of competition (jumping order).	
10.	Inform the athletes in advance that the 'time limit rule' is invoked.	IAAF Rule 180 (IAAF Competition Rules 2010-2011:130-131).
11.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:161-165 & 176-180; Glad & Roe, 2002:150-151.

**Table 4.59: Chief Judge – Long Jump and Triple Jump: Duties during the competition  
(cf. Checklist 68 on CD)**

No	Duties	Comments
1.	Manage and supervise the event	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules relevant to the event and any meeting rules applicable.	(IAAF Rules 184,185,186)  IAAF Competition Rules 2010-2011:176-180.
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each legal jump.	
8.	Ensure that each attempt of every athlete is recorded correctly.	
9.	Ensure the pit crew smooth and levels the sand for each competitor.	
10.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as applicable	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

<b>No</b>	<b>Duties</b>	<b>Comments</b>
12.	Ensure Wind Gauge is ready with each competitor's Jump.	Record reading next to competitor's achievement.

Source: IAAF Competition Rules 2010-2011:161-165 & 176-180; Glad & Roe, 2002:150-151.

**Table 4.60: Chief Judge – Long Jump and Triple Jump: Duties after the competition (cf. Checklist 69 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Verify the finishing place and distance of each competitor at the end of the competition.	Ensure the Wind Gauge reading is either written on the result sheet or attached to the result.
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	If no problems are reported, submit a ZERO report.

Source: Fourie, 2012[e]:135; Glad & Roe, 2002:151.

**Table 4.61: Assistant Judges – Long Jump and Triple Jump: Duties after the competition (cf. Checklist 70 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment
2.	Assist the Chief Judge in checking the long jump and or triple jump competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:156-157.



**Table 4.62: Chief Judge – Shot Put: Duties prior to the competition (cf. Checklist 71 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Pick up at the TIC
3.	Check that all competition equipment and site (the circle, sector lines and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as possible for the athletes, judges, spectators and media and In co-operation with the adjacent events.	IAAF Rule 187 (IAAF Competition Rules 2010-2011:148-150).
4.	Ensure the Technical Manager has checked and marked the shots as approved for competition.	
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event	(IAAF Rules 187- 188) AAF Competition Rules 2010-2011:148-156.
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert)	Important for the safety and risk management at the event.
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that the 'time limit rule' will be invoked.	IAAF Rule 180 (IAAF Competition Rules 2010-2011:161-165).
12.	Line up the competitors in the order of competition for introduction if applicable.	Request athlete to be dressed in their Official Track Suits.

<b>No</b>	<b>Duties</b>	<b>Comments</b>
13.	Inspect any taping on fingers or hands; refer to IAAF Rule 187.4	IAAF Competition Rules 2010-2011:189

Source: IAAF Competition Rules 2010-2011:161-165 & 181-190; Glad & Roe, 2002:157-163.

**Table 4.63: Chief Judge – Shot Put: Duties during the competition (cf. Checklist 72 on CD)**

No	Duties	Comments
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules relevant to the event and any meeting rules applicable.	(IAAF Rules 187-188)  IAAF Competition Rules 2010-2011:181-190.
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each legal put.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:181-190; Glad & Roe, 2002:157-163.

**Table 4.64: Chief Judge – Shot Put: Duties after the competition (cf. Checklist 73 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	After the completion of each Shot Put event the results need to be sent through as quickly as possible. Do not delay results for publication.
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems are reported, submit a ZERO report.

Source: Fourie, 2012[e]:140; Glad & Roe, 2002:157-163.

**Table 4.65: Assistant Judges – Shot Put: Duties prior to and during the competition (cf. Checklist 74 on CD)**

No	Duties	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	
2.	Report to the Chief Judge and receive your work assignment.	
3.	Assist the Chief Judge in checking the long jump and or triple jump competition area and equipment.	
4.	Assist with duties as requested by the Chief Judge.	
5.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:161.

**Table 4.66: Chief Judge – Hammer Throw and Discus Throw: Duties prior to the competition (cf. Checklist 75 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Available at the TIC
3.	Check all competition equipment and site (the circle, cage, sector lines and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as possible for the athletes, judges, spectators and media and in co-operation with the adjacent events.	IAAF Rule 187 (IAAF Competition Rules 2010-2011:181-188).
4.	Ensure the Technical Manager has checked and marked the discus or hammers as approved for competition.	This is a high priority duty, as this will secure the safety of the event.
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event.	(IAAF Rules 187 and 189, 190, 191,192) IAAF Competition Rules 2010-2011:181-188; 190-202.
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges.	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert).	This is another step towards safety and security at the event.
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that the 'time limit rule' will be invoked.	IAAF Rule 180 (IAAF Competition Rules 2010-2011:161-165).

No	Duties	Comments
12.	Line up the competitors in the order of competition for introduction if applicable.	
13.	Inspect any taping on fingers or hands, refer to IAAF Rule 187.4	IAAF Competition Rules 2010-2012:181-182.

Source: IAAF Competition Rules 2010-2011:161-165;181-188; 190-202; Glad & Roe, 2002:160-166.

**Table 4.67: Chief Judge – Hammer Throw and Discus Throw: Duties during the competition (cf. Checklist 76 on CD)**

No	Duties	Comments
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules relevant to the event and any meeting rules applicable.	(IAAF Rules 187 and 189, 190, 191, 192) IAAF Competition Rules 2010-2011:181-188; 190-202.
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair put.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:161-165;181-188;190-202; Glad & Roe, 2002:160-166.



**Table 4.68: Chief Judge – Hammer Throw and Discus Throw: Duties after the competition (cf. Checklist 77 on CD)**

No	Duties	Comments
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	After the completion of each Shot Put event the results must be sent through as quickly as possible. Do not delay results for publication.
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems to report, submit a ZERO report.

Source: Fourie, 2012[e]:145; Glad & Roe, 2002:160-166.

**Table 4.69: Assistant Judges – Hammer Throw and Discus Throw: Duties prior to and during the event (cf. Checklist 78 on CD)**

No	Duties	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment
2.	Assist the Chief Judge in checking the long jump and or triple jump competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom	

Source: Glad & Roe, 2002:160-166.

**Table 4.70: Chief Judge – Javelin Throw: Duties prior to the competition (cf. Checklist 79 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Available at the TIC
3.	Check all competition equipment and site (the runway, including the 8 metre dot sector line and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as possible for the athletes, judges, spectators and media and in co-operation with the adjacent events.	IAAF Rule 187 (IAAF Competition Rules 10-2011: 181-188.
4.	Ensure the Technical Manager has checked and marked the javelins as approved for competition.	
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event.	(IAAF Rules 187 and 193) IAAF Competition Rules 2010-2011:181-188;202-205.
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges.	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert).	
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that the 'time limit rule' will be invoked.	IAAF Rule 180 (IAAF Competition Rules 2010-2011:161-165).
12.	Line up the competitors in the order of competition for introduction if applicable.	

No	Duties	Comments
13.	Inspect any taping on fingers or hands; refer to IAAF Rule 187.4	IAAF Competition Rules 2010-2011:181-182.

Source: IAAF Competition Rules 2010-2011:161-165; 181-188; 202-205; Glad & Roe, 2002:166-172.

**Table 4.71: Chief Judge - Javelin Throw: Duties during the competition (cf. Checklist 80 on CD)**

No	Duties	Comments
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules relevant to the event and any meeting rules applicable.	(IAAF Rules 187 and 193) IAAF Competition Rules 2010-2011:181-188; 202-205.
3.	Verify measurements.	
4.	Deal with immediate oral protests and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair put.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	Another step to adhere to ensure the safety of all involved in the event.
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:161-165; 181-188; 202-205; Glad & Roe, 2002:166-169.

**Table 4.72: Chief Judge – Javelin Throw: Duties after the competition (cf. Checklist 81 on CD)**

No	Duties	Comments
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	Ensure recording is carried over correctly and check all records.
3.	Deliver the competitors to the point advised by the Meeting Manager and the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems are reported, submit a ZERO report.

Source: Fourie, 2012[e]:150; Glad & Roe, 2002:166-169.

**Table 4.73: Assistant Judges – Javelin Throw: Duties prior to and during the competition (cf. Checklist 82 on CD)**

<b>No</b>	<b>Duties</b>	<b>Comments</b>
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment.
2.	Assist the Chief Judge in checking the long jump and or triple jump competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:166-169.

**Table 4.74: Technical officials in the specialist areas (cf. Checklist 83 on CD)**

No	Officials	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Appointment of general competition technical officials</b>							
1.1	Wind Gauge operators - Track - Long Jump - Triple Jump							
1.2	Call Room Judges							
1.3	Determine number of technical officials per category							

Sources: IAAF Competition Rules 2010 – 2011; Coetzer, 2008: Personal interview; Glad & Roe, 2002.65; IAAF Handbook, 2002-2003:45-46.



**Table 4.75: Duties of the Wind Gauge operator prior to and during the competition (cf. Checklist 84 on CD)**

<b>No</b>	<b>Official</b>	<b>Duties</b>	<b>Comment</b>
1.	Wind Gauge Operator	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Field Referee or Track Referee.
2.	Wind Gauge Operator	Draw Wind Gauge from Technical manager if not yet set up.  Check position according to specific event IAAF Rule.  Test the Wind Gauge	
3.	Wind Gauge Operator	Other accessories: spare batteries, indication flags, wind-sock and wind reading scoreboard are available and working.	
4.	Wind Gauge Operator	During the event: Measure the wind for the period of time set out according to the IAAF Rules.	
5.	Wind Gauge Operator	Report results during the event by raising the red flag if the reading exceeds the allowable limit or the white flag, if it does not. Record the wind gauge readings on the score sheet available.	
6.	Wind Gauge Operator	Report all readings to the Competition Secretary.	Competition Secretary situated in TIC
7.	Wind Gauge Operator	Review the specific event's rules assigned to work at.	Discuss with referee if unsure
8.	Wind Gauge Operator	Fetch wind gauge files from TIC.  Ensure black pen included and that it writes.	Ensure back-up pen

Source: Fourie, 2012[e]:300; IAAF Competition Rules 2010-2011:142-143;176; Glad & Roe, 2002:70.

**Table 4.76: Training sessions prior to the season or an event**

<b>No</b>	<b>Topic</b>	<b>What to do</b>
1.	Training session	Include the training sessions in the planning phase to ensure that it will be sufficient and applied. Include in the season's calendar.
2.	Sequence of sessions	The sequence of training sessions should be on a regular basis to update TO on new rules and interpretations. Include in planning phase to schedule on calendar.
3.	Content of sessions	Briefing and advising TOs on any variations in normal practices and rules.  Briefing and advising TOs on application of rules that were identified the previous season as problem areas.

Source: Fourie, 2012[e]:354.

**Table 4.77: Training session prior to the competition on the day of the event.**

No	Topic	What to do
1.	Training session	<p>Include the training sessions in the planning phase to ensure that it will be sufficient and applied.</p> <p>Communicate the time to report to the event to include the training session.</p> <p>If refreshments are served prior to the competition take that into account when establishing the time taking into account the report times as specified by the IAAF as discussed in <i>cf.</i> 4.14.3</p>
2.	Briefing session	Briefing and advising TOs on any variations in normal practices and rules
3.	Familiarise with the venue and specific area of competition.	Familiarisation with the venues and specifically the areas in which each person will be working;
4.	Briefing session – specific information	General and specific information for the various roles
5.	Communication system	Familiarisation with new equipment, communication systems
6.	Actual Competition Courses	Plan well and be sure what the course material should be; especially including new rules.
7.	Television Broadcast (if applicable)	Briefing on plans for television broadcast arrangements (if applicable).
8.	Volunteers	Volunteers need to be briefed and motivated to understand the value they will add to the success of the event
9.	Technical officials and Volunteers	<p>Familiarisation and, ideally, <b>practise</b> of the task or tasks expected of the person</p> <p>Volunteers should be divided into different groups as identified according to where they will work and train separately with a co-ordinator per group to manage the session.</p>

Source: Fourie, 2012[e]:354-355.

**Table 4.78: Training after the season and during the season**

<b>No</b>	<b>Topic</b>	<b>What to do</b>
1.	Planning Phase of year planning	Include the training sessions and brain storming sessions in the planning phase to ensure that it will be sufficient and applied.  Include in year plan
2.	Sequence of sessions	A programme should be developed to train technical officials constantly and to create an atmosphere of learning and thorough preparation of area of responsibility before an event  The sequence of training sessions should be on a regular basis to update TO on new rules and interpretations.  Sessions on training new TOs  Brainstorming sessions by TOs to identify problems of the past season.  Briefing and advising TOs on any variations in normal practices and rules;
3.	Officiating and grading course	Officiating and grading courses to move to next level.

Source: Fourie, 2012[e]: 355-356.

**Table 4.79: Prepare doping facilities (cf. Checklist 85 on CD)**

No	Task	Who is Responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Doping</b>							
1.1	Accreditation cards							
1.2	Secure working area (administration)							
1.3	Waiting area							
1.4	Toilet facilities							
1.5	Table and chairs in administration area (2)							
1.6	Chairs (12)							
1.7	Two (2) sealed bottles. - mineral water (still) Two (2) sealed containers. - Mixed drinks per competitor to be tested							
1.8	Determine number of athletes to be tested							
1.9	Refrigerator (cooler box)							
1.10	Magazines and newspapers							
1.11	- Refuse bins (2) - Black bags - Soap - Paper towel							

Sources: WADA, 2011: Doping procedures; Galant, 2009: Personal interview; Coetzee, 2008: Personal interview; Hattingh, 2006: Personal interview.

**Table 4.80: Specific Duties of Crowd Managers**

<b>No</b>	<b>Job description</b>	<b>Comment</b>
1.	Coordinate the event and facilities.	Assess the extent of the event and facility benchmarked against the crowd management risks.
2.	Understand and comprehend facility risk management plans.	Benchmarked against the scope of the event.
3.	Assess crowd for potential problems.	Pre-empt the age of the spectators and related issues regarding different age groups.
4.	Manage changing crowd behaviour.	During the event and pre-empt what could occur.
5.	Use good guest-service (spectator – service) techniques.	
6.	Respond to guest (spectators) concerns.	Attend to persons in wheel chairs and others with disabilities.
7.	Implement facility/event policies and procedures.	Determine prior to start of event.
8.	Assess potential problem guests/ spectators.	No liquor is allowed at track and field events except in an enclosed area for the VIPs.
9.	Emphasize appropriate reaction to problem guests/spectators.	
10.	Resolve credential/ticketing/seating problems.	

Source: Meyer, 2011[b]: Personal interview; Botha, H. Supt.: Personal interview; Ammon *et al*, 2005:112.

**Table 4.81: Generic Risk Assessments –Track Events (General) (cf. Checklist 87 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control measures	Control measure responsibilities
1.	Track	Athletes and Officials – injuries from slipping/tripping due to worn out or wet track	<p>Ensure track is level, free of holes and swept regularly to remove debris, e.g. stones.</p> <p>Clean porous surface regularly to allow drainage.</p> <p>Ensure adequate maintenance and regular inspection.</p> <p>Encourage athletes to wear appropriate footwear.</p>	Ground Staff, Technical Manager. Coaches, Athletes, Officials.
2.	Officials and other athletes	Athletes and Officials – injuries from collision with other persons	<p>An announcement should be made prior to the start of an event that it is about to take place.</p> <p>Starting officials should be positioned at an adequate distance away from the start</p>	Officials
3.	Time of day-lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground staff, Technical Managers, Officials.
4.	Weather	Athletes and Officials – injuries from slipping on slippery synthetic track.	<p>Porous surface should be cleaned regularly to allow drainage.</p> <p>Ensure adequate maintenance and regular inspection.</p> <p>If weather changes and lighting becomes too dark, or rain makes the surface slippery and the risk very high, the competition should be ceased.</p>	Ground Staff, Technical Manager.

Source: Glad & Roe, 2002:177.

**Table 4.82: Generic Risk Assessments -100metres, 200metres and 400metres (cf. Checklist 88 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control measures	Control measures responsibilities
1.	Starting Blocks	Athletes – Injuries from slipping/tripping due to incorrect positioning of blocks, or worn/poorly maintained blocks	<p>Ensure adequate maintenance and regular inspection of blocks.</p> <p>Blocks should be inspected by a technical official before use.</p> <p>If used, ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.</p> <p>Resurface the starting area.</p>	<p>Ground staff, Technical Manager</p> <p>Officials, Technical Manager, Athletes, Officials.</p> <p>Athletes, Officials.</p> <p>Ground staff. Technical Manager</p>
2.	Start	Athletes - injury from collision with other athletes encroaching into other lanes.	Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.	Athletes , Officials

Source: Botha JP, 2010: Personal interview; Glad & Roe, 2002:179.



**Table 4.83: Generic Risk Assessments – 800 metres, 1500 metres, 3000 metres, 5000 metres and 10 000 metres (cf. Checklist 89 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control measures	Control measures responsibilities
1.	Kerb	Athletes and officials – injuries from slipping/tripping due to incorrect positioning of removed kerbing.	Areas of kerbing that have been moved to facilitate steeplechase, high jumping or javelin throwing should be placed in a safe area. They should be replaced after the event has been completed.	Ground staff, Technical Manager, Track Referee, Field Referee
2.	Start	Athletes - Injury from collision with other athletes.	Athletes should line up in an orderly fashion so as not to jostle or obstruct other competitors or impede progress.	Athletes, Officials.
3.	800m Break line	Athletes – Injury due to collision with other athletes.	Ensure break line is adequately identified.	Ground staff, Technical Manager, Officials.

Source: Botha JP, 2010: Personal interview; Coetzer, 2008: Personal interview; Glad & Roe, 2002:179.

**Table 4.84: Generic Risk Assessments – 100/110 metres Hurdles, 400 metres Hurdles (cf. Checklist 90on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measures Responsibilities
1.	Starting blocks	Athletes – injuries from slipping/tripping due to incorrect positioning of blocks, or worn/poorly maintained blocks. Worn out starting area	Ensure adequate maintenance and regular inspection of blocks.  Blocks should be inspected by a technical official before use.  Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.  Resurface starting area	Ground staff, Technical Manager.  Officials, Technical Manager.  Athletes, Officials.  Ground Staff, Technical Manager
2.	Start	Athletes – Injuries due to collision with other athletes encroaching into other lanes	Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.	Athletes, Officials
3.	Hurdles	Athletes – Injury from colliding with hurdles	Weight adjustable hurdles should be correctly set.  The mechanisms for fixing the hurdles, the required height and positioning the counter balance weight should be lubricated and well maintained. IAAF Rule 168  Damaged hurdles should be replaced.  Ensure adequate maintenance and regular inspection.	Officials Ground staff

Source: IAAF Competition Rules 2010-2011:120-122; Botha, 2010: Personal interview; Coetzer,2008: Personal interview; Glad & Roe 2002:180.

**Table 4.85: Generic Risk Assessments– Steeplechase (cf. Checklist 91 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measures Responsibilities
1.	Kerb	Athletes- Injuries from slipping/tripping on improperly placed kerbing or cones.	<p>Removable kerbs must be in place, except for the approach to and exit from the water jump, with protruding sections securely fixed down.</p> <p>In the vicinity of the water jump cones must be used to provide track edge markings until water jump comes into use in competition.</p> <p>When not in use cones and removable kerbs to be kept safely away from the athletes and officials.</p>	Ground staff, Technical Manager, Officials.
2.	Start	Athletes – Injuries due to collision resulting from overcrowding	<p>Starters assistant should ensure adequate positioning of athletes on start line and the formation of another row(s) if number of competitors so requires.</p> <p>It is recommended that the first hurdle taken in the race should be at least 5m in width.</p>	Starters assistant Ground staff, Technical Manager
3.	Barriers (fixed & portable)	Athletes, Officials, Ground Staff - Injury from defective structures and from incorrect handling/lifting.	<p>Check barrier top rail for secure fixing and that the surface is not damaged.</p> <p>Check uprights of barrier in ground for secure fixing (particularly adjustable barriers for correct and secure fixing of adjusting pins).</p> <p>Carry out manual handling safe practice when placing barriers in position on track and when removing them when event is concluded.</p>	Ground Staff, Technical Manager, Officials.
4.	Water Jump	<p>Athletes, Officials – Injury from slipping/tripping if on defective landing surface. Injury from loose/defective top rail of barrier and/or loose fixing of barrier uprights.</p> <p>IAAF Rule 169 applicable</p>	<p>Ensure water jump is full, i.e. water is level with track surface and free of debris.</p> <p>Inspect lining material at bottom of water jump for splits, bubbles, etc. and repair any defects.</p> <p>Check barrier top rail for secure fixings and that the surfaces are not damaged.</p> <p>Check uprights of barrier in</p>	Ground Staff. Technical Manager.

			<p>ground for secure fixing (particularly adjustable barriers for correct and secure fixing of adjusting pins).</p> <p>Ensure water supply tap is concealed with a manhole cover to prevent unauthorised use and risk of injury to athletes.</p> <p>The water jump should be kept empty except when in use.</p> <p>Clean and disinfect water jump when necessary.</p>	
--	--	--	---	--

Source: IAAF Competition Rules 2010-2011:122-125; Coetzer, 2008: Personal interview; Glad & Roe, 2002:181-182.

**Table 4.86: Generic Risk assessments – High Jump (cf. Checklist 92 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Run-up area (including track)	Athletes and Officials Injury from slipping/tripping due to worn out track, stand falling over or track kerbing being in the runway line.	Ensure run-up area is level, free of holes and swept regularly. Clean porous surface regularly to allow drainage. Sweep run-up area to remove any excess water, grit or debris. Ensure athletes wear suitable footwear. Ensure adequate maintenance and regular inspection.	Ground Staff, Technical Manager Athletes, Officials.
2.	Uprights	Athletes and Officials – Injury from being struck by uprights.  Athletes – Injury from running into or landing on fallen uprights	Bases must be stable and joined onto the upright.  Cross bar supports should face each other and must be easily adjusted with clamping screws lubricated.  Ensure adequate maintenance and regular inspection.	Ground Staff, Technical Manager. Officials.
3.	Cross bar	Athletes- Injury from splinters and sharp edges.	Bars must be undamaged and free of splinters. Only bars as defined in the IAAF Rules 181 and 182.  Ensure adequate maintenance and regular inspection.	Ground Staff, Technical Manager.
4.	Surrounds	Athletes – injury from falling onto concrete surrounds of mat or striking scoreboards.	Any hard surface within 2m of the sides and rear of the mat must be covered with an impact absorbing material.  There should be no objects (such as scoreboards) placed within 2m of the sides and rear of the mat.	Ground staff, Officials
5.	Time of Day/Lighting conditions	Athletes – Injury from not being able to see event layout	Ensure adequate flood lighting. When upgrading lights at your stadium refer to the current standards set by the IAAF.	Ground Staff, Technical Manager, Officials
6.	Landing Area	Athletes – Injury from poorly maintained mats	Mat units must be made of foam, securely fastened together and must conform in size with the official specification. The entire area must be covered by an attached spike-proof wear sheet.  Where mats are placed on	Ground Staff, Technical Manager, Officials.

			<p>other objects such as timber pallets, the recommendations on the use of pallets should be followed.</p> <p>Ensure adequate maintenance and regular inspection with particular attention to impacted foam.</p> <p>Ensure that athletes do not wear jewellery or other objects which might cause injury.</p>	
7.	Competition	Athletes- Injury from collision with other athletes	<p>Ensure each athlete jumps in turn and does not encroach on other athletes runways whilst waiting their turn.</p> <p>Athletes whose approach runs conflict with other events should be aware of potential collisions.</p>	Officials
8.	Weather	<p>Athletes and Officials – Injury from slipping on slick run-up area.</p> <p>Athletes – Injury from coldness and reduction in body temperature due to wet landing. Slippery and dangerous to jump in severe raining conditions</p>	<p>Ensure run-up area is level and free of holes.</p> <p>Porous surface should be cleaned regularly to allow drainage.</p> <p>Ensure adequate maintenance and regular inspection.</p> <p>Ensure mat is covered with a waterproof cover to prevent rain ingress.</p> <p>Should run-up area become dangerous due to weather conditions the competition should cease as the risk would increase to HIGH.</p>	Ground Staff, Technical Manager , Officials

Sources: IAAF Competitions Rules 2010-2011:33-138; Coetzer, 2011: Personal interview; Glad & Roe, 2002:183-185.

**Table 4.87: Generic Risk Assessments – Pole Vault (cf. Checklist 93 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure responsibilities
1.	Runway	Officials, Athletes, Coaches. Injury from worn or damaged surface, collisions due to people crossing runway.	<p>Ensure runway is free of holes, worn or damaged areas.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water, grit or debris.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p> <p>Ensure no obstructive check marks are placed on the runway.</p> <p>Supervise warm-up before competition.</p> <p>Ensure runway is kept clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff, Technical Manager Coaches, Officials
2.	Box	Athletes - Injury and pole damage due to box damaged, incorrect back plate angle. IAAF Rule 183.8	<p>Ensure adequate maintenance and regular inspection.</p> <p>Ensure box meets correct specification IAAF Rule 183.8</p> <p>Ensure that the box is clearly visible.</p>	Ground Staff, Technical Manager Officials
3.	Uprights	Athletes, Officials - Injury from falling uprights, collision into uprights.	<p>Winders and lower section of uprights should be protected with foam or similar padding.</p> <p>Base must be well secured.</p>	Ground staff, Technical Manager, Officials
4.	Cross bar	Athletes, Officials - injury from falling bar or falling onto bar.	<p>Bars must be undamaged and free from splits. Only bars as specified are to be used.</p> <p>Ensure adequate maintenance and regular inspection.</p> <p>Be aware of falling bar.</p>	Ground Staff, Technical Manager, Officials, Athletes.
5.	Surrounds	Athletes – injury from falling on to hard surface or objects near landing area.	<p>Any hard surface within 2m of the landing area must be covered with an impact absorbing material.</p> <p>No object such as scoreboards</p>	Officials Ground Staff, Technical Manager

			<p>should be placed within 2m of the landing area.</p> <p>Be aware of any raised surface around landing area.</p>	
6.	Landing area	Athletes – injury from poorly maintained landing area.	<p>Mat units must be made of foam and securely fastened together. The entire area must be covered by an attached spike proof wear sheet.</p> <p>Recommendations on the use of pallets should be followed.</p> <p>Ensure adequate maintenance and regular inspection with particular reference to impacted foam, tears and holes.</p> <p>Ensure that mats are the correct size.</p> <p>Ensure that the slopes away from and round the box conform to the correct specifications.</p> <p>Ensure that there is sufficient protection for the vaulters as detailed in IAAF Rules 183.</p>	Ground Staff, Technical Manager, Officials.
7.	Poles	Athletes, Officials – Injury from poles breaking or falling onto Officials	<p>Regularly check poles for damage.</p> <p>Prevent poles dropping onto hard surfaces.</p> <p>If possible, poles should be caught after each vault.</p> <p>Be aware of falling poles.</p>	Athletes and coaches Officials Athletes
8.	Time of Day	Athletes, Officials – Injury from inability to see well enough.	Ensure adequate floodlighting at night	Technical Manager, Officials
9.	Competition	Athletes - Injury from unorthodox technique, inadequate warm up or collision with other athletes.	<p>Ensure supervision of athletes during warming-up.</p> <p>Ensure runway is kept clear when athletes are waiting.</p> <p>Ensure runway is kept clear when athletes are vaulting.</p>	Coach, Officials Athletes, Officials
10.	Weather	Athletes and Officials – Injury from slipping on wet surface, hands slipping from poles, vaulters unable to land on mats due to strong adverse winds.	<p>Ensure runway is level, is swept regularly and is free of water.</p> <p>Avoid vaulting into the wind if possible.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p> <p>Ensure mats are covered with a waterproof cover to prevent rain</p>	Ground Staff, Technical Manager. Officials Coach



			ingress, when not in use. Ensure that vaulters are competent enough to deal with adverse weather conditions.	
--	--	--	---	--

Source: IAAF Competition Rules 2010-2011:138-142; Glad & Roe, 2002:186-188.

**Table 4.88: Generic Risk Assessments – Long Jump and Triple Jump (cf. Checklist 94 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Runway	Officials, Athletes, Coaches- Injury from worn or damaged surface, collisions due to people crossing the runway.	<p>Ensure runway is free of holes, worn or damaged areas.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water, grit or debris.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p> <p>Ensure no obstructive check marks are placed on runway.</p> <p>Supervise warm-up before competition.</p> <p>Ensure runway is kept clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff, Technical Manager. Coach Officials
2.	Time of Day/ Lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials
3.	Weather	Athletes, Officials- Injury from slipping on wet surfaces.	Ensure runway is level, is swept regularly and is free of water.	Officials, Ground Staff
4.	Take-off boards and blanking boards.	<p>Athletes – Injury from slipping and tripping due to unstable, ill-fitting take off/blanking boards. Slipping off top of plasticine insert in blanking boards.</p> <p>Officials – Injury from lifting ill-fitting, insert boards and blanking boards or use of incorrect lifting implements</p>	<p>Clean off insert board recesses.</p> <p>Clean and grease adjustable bolts within recesses.</p> <p>Clean and grease adjustable bolts on insert and blanking boards.</p> <p>Ensure that the take-off board, plasticine insert board, and plasticine insert blanking boards are made of wood or wood composite, soft enough so as to absorb the impact of spikes.</p> <p>Ensure that insert boards and blanking boards are capable of being so as to be stable and level with runway.</p> <p>Ensure that plasticine insert boards and plasticine insert blanking boards fit adequately without being too difficult to remove.</p> <p>Ensure that board lifting are available and suitable for the purpose of lifting the boards.</p>	Ground Staff, Technical Manager. Referee

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
5.	Surrounds	Athletes – Injury from falling on the hard surface or objects near landing area.	<p>Any hard surface within 2m of the landing area must be covered with an impact absorbing material.</p> <p>No object such as scoreboards should be within 2m of the landing area.</p> <p>Be aware of any raised surface around landing area.</p>	Officials Ground Staff, Technical Manager
6.	Landing Area	Athletes - Injury from landing on compacted sand and extraneous material, collision with concrete edging of landing area, collision with fixed barriers too close to end of landing area.	<p>Ensure that only sand that will not cause injury to an athlete is used.</p> <p>Ensure that sand is dug over.</p> <p>Check that landing area is free of dangerous extraneous material.</p> <p>Ensure that the edges of the landing areas are covered with an impact absorbing material.</p> <p>Ensure that there are no fixed barriers that could impede athletes exiting the landing area.</p> <p>Clean and disinfect sand when necessary.</p> <p>Ensure that the landing area is covered when not in use.</p> <p>Rakes and brushes used for levelling and cleaning should be kept away from landing area and prongs of rakes should face the ground.</p>	Ground Staff, Technical Manager Referee Officials
7.	Competition	Athletes – Injury from unorthodox technique, inadequate warm up or collision with other athletes.	<p>Ensure supervision of athletes during warming-up.</p> <p>Ensure runway is kept clear when athletes are waiting.</p> <p>Ensure runway is kept clear when athletes are jumping.</p> <p>Ensure athlete has mastered the right technique.</p> <p>Ensure athlete warms up for the specific event.</p>	Officials Coach

Source: Preller, 2012: Personal interview; Fourie, 2012[e]:210-212; Glad & Roe, 2002:189-191.

**Table 4.89: Generic Risk Assessments – Shot Put (cf. Checklist 95 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface; stepping on damaged metal rim of circle, damaged/ loose stop board.	<p>Ensure the circle surface is in good order, is not cracked or breaking up.</p> <p>Ensure the circle is free of dirt, grit and standing water (sweep if necessary).</p> <p>Ensure the metal rim has no protrusion or shards of metal.</p> <p>Ensure that stop board is not damaged so as to cause injury.</p> <p>Ensure that stop board is stable.</p> <p>Maintain drain holes.</p> <p>Provide matting or similar for wiping shoes if ground is wet.</p> <p>IAAF Rules 187 &amp;188 applicable.</p>	Ground Staff, Technical Manager.
2.	Sector	Athletes, Officials – Injury from damaged surface of shot	<p>The safety sector or central throwing area should be roped off.</p> <p>Ensure holes in sector are filled level with the ground.</p>	Ground Staff. Technical Manager
3.	Implements	Athletes, Officials – Injury from damaged surface of shot	Check shots before the event and each throw to ensure they conform to the rules and to ensure they are not damaged in such a way as to cause injury.	Ground Staff, Technical Manager, Officials ,Athletes
4.	Time of day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground staff, Technical Manager, Officials.
5.	Competition	<p>Officials – shot impact</p> <p>Athletes – injury from slipping/tripping on wet surface, uneven surface.</p>	<p>During competition ensure that:</p> <p>The circle is constantly swept and free of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>Only officials are allowed forward of the stop board.</p> <p>Officials forward of the stop board should stand outside the sector lines and always face the circle.</p>	Officials Athletes

			The shot is returned by carrying and not throwing or rolling it.	
6.	Weather	Athletes and Officials – Injury from slipping on slick circle.  Athletes – Injury from coldness and reduction in body temperature.	Ensure that circle is swept and kept clean on water and sand/ground.	Ground Staff, Officials

Source: Preller, 2012: Personal interview; IAAF Competition Rules 2010-2011:148-157; Glad & Roe, 2002:192-194.

**Table 4.90: Generic Risk Assessments – Discus Throw (cf. Checklist 96 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface; Stepping on damaged metal rim of circle.	<p>Ensure the circle surface is in good order, is not cracked or breaking up.</p> <p>Ensure the rim of the circle is not damaged.</p> <p>Check and keep the circle clean and dry.</p> <p>Provide matting or similar for wiping shoes when ground is wet.</p>	Ground Staff, Technical Manager, Officials, Athletes
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, safety sector not established.	<p>The central throwing area safety sector should be roped off.</p> <p>Ensure that holes in sector or infield are filled level with the ground.</p> <p>Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.</p>	Ground Staff , Technical Manager, Officials.
3.	Implements	Athletes, Officials – hand injury due to damaged edge of discus.	All implements used must be checked.	Ground Staff, Technical Manager
4.	Time of the day/ lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials.
5.	Competition	<p>Officials – Injury from impact of implement</p> <p>Athlete – injury from slipping due to wet or sandy surface.</p>	<p>During competition ensure that: Circle is constantly swept of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>All officials and athletes are aware of the need for concentration at all times.</p> <p>Only officials are allowed forward of the stop board facing the cage.</p> <p>Officials forward of the stop board should stand outside the sector lines and always face the circle.</p> <p>Discus is returned by carrying and not throwing or rolling it.</p>	Officials Athletes
6.	Cage	Athletes, Officials, Public - discus may escape due to badly maintained or poorly designed cage	<p>Ensure that the cage is constructed and erected in accordance with specification as set out in IAAF Rule 190</p> <p>Check netting to ensure no damage to the net structure. IAAF Rule190</p> <p>Secure or ballast netting at ground level as appropriate, IAAF Rule 190</p> <p>Ensure netting hangs vertically from gallow arms and is not tied to the uprights, particularly at the mouth of the cage, IAAF Rule 190</p> <p>Check that netting tension, when erected, has sufficient retardation and</p>	Ground Staff, Officials, Athletes.

			<p>minimal bounce, IAAF Rule 190</p> <p>Maintain a safe distance from netting.</p> <p>Check cord netting annually by removing one of the 'tell-tale' lengths of cord and checking it to ensure the continued viability of the netting.</p> <p>Ensure that gates, where fitted, are correctly positioned for each throw.</p>	
--	--	--	---	--

Source: IAAF Competition Rules 2010 - 2011:148-159; Glad & Roe, 2002:195-197; Kruger, 2000: Personal interview.

**Table 4.91: Generic Risk Assessments - Hammer Throw (cf. Checklist 97 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface; stepping on damaged metal rim or circle or inserts when used.	<p>Ensure the circle surface is in good condition, is not cracked or breaking up.</p> <p>Ensure the rim of the circle is not damaged.</p> <p>Ensure that the hammer circle insert (concentric circle), if used, is in good order, fits snugly and has no protrusions, especially where it forms the rim.</p> <p>Maintain draining holes. Provide a mat or similar for wiping shoes when ground is wet.</p>	<p>Ground Staff, Technical Manager, Officials.</p> <p>IAAF Rule 187</p>
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, and/or a safety sector not established.	<p>The central throwing area safety sector should be roped off.</p> <p>Ensure that holes in sector or infield are filled level with the ground.</p> <p>Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.</p>	Ground Staff, Technical Manager Officials.
3.	Implements	Athletes, Officials, Public – Injury from being struck due to failure of the hammer.	Check hammers before the event and at commencement of each throw to ensure they conform to the IAAF Rule 187, 191.	Ground Staff, Technical Manager, Officials, Athletes.
4.	Gloves	Athletes - Injury to hands due to inadequate protection.	Ensure gloves, if worn, give adequate protection; alternatively, if optional protection is used it must provide sufficient protection and not become a hazard.	Officials IAAF Rule 187.4b,c
5.	Cage	Athletes, Officials, Public - Injury from hammer escaping due to badly maintained or poorly designed cage.	<p>Ensure that cage is constructed and erected in accordance with specifications as set out in IAAF Rule 192.</p> <p>Check netting regularly to ensure no damage to the net structure.</p> <p>Secure or ballast netting at ground level as appropriate.</p> <p>Ensure the netting hangs vertically from gallow arms and is not tied to the uprights, particularly at the mouth.</p> <p>Check netting tension, when erected, has sufficient and minimal</p>	Ground Staff, Technical Manager, Officials, Athletes.



			<p>bounce.</p> <p>Maintain a safe distance from the netting.</p> <p>Ensure that the ends of hammer wires are taped to minimise damage to the netting.</p> <p>Check cord netting annually by removing one of the “tell-tale” lengths of cord and checking it to ensure the continued viability of the netting.</p> <p>Check that the gates can move freely and can be secured in both their open and closed positions.</p> <p>Ensure that gates are adjusted for left and right handed throwers, set correctly and locked before each throw.</p>	
6.	Time of day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials.
7.	Competition	Officials - Injury from impact of implement.	<p>During the competition ensure that:</p> <p>The circle is constantly swept free of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>All officials and athletes are aware of the need for concentration at all times.</p> <p>Only officials are allowed forward of the stop board.</p> <p>Officials forward of the stop board should stand outside the sector lines and always face the circle.</p> <p>The hammer is returned by carrying and not throwing or rolling it.</p>	<p>Officials Athletes</p> <p>IAAF Rules 187,191,192</p>

Source: IAAF Competition Rules 2010-2011:148-155;160-167; Glad & Roe, 2002:198-200.

**Table 4.92: Generic Risk Assessments – Javelin Throw (cf. Checklist 98 on CD)**

No	Areas where hazards may occur	Who may be affected & how	Control Measures	Control Measure Responsibilities
1.	Runway	Athletes – slipping, tripping due to worn or damaged surface. Injury from collision with each other or officials.	<p>Ensure runway is free of holes, worn or damaged areas, or wet.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water, grit or debris.</p> <p>Encourage athletes to wear appropriate footwear.</p> <p>Ensure that no obstructive check marks are placed on runway.</p> <p>Supervise warm-up before competition.</p> <p>Ensure runway is clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff, Technical Manager Officials Coaches.
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, safety sector not established.	<p>The central throwing area safety sector should be roped off.</p> <p>Ensure that holes in sector or infield are filled level with the ground.</p> <p>Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.</p>	Ground Staff, Technical Manager. Officials.
3.	Implements	<p>Athletes- Injury from loose or damaged grip.</p> <p>Officials – Injury from impact due to abnormal flight characteristics of bent/bowed javelin.</p>	Check javelins before the event and each throw to ensure they conform to the IAAF Rules193, and that they are serviceable, particularly the grip and profile.	Ground Staff, Technical Manager, Athletes, Officials
4.	Time of day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials
5.	Competition	Officials – Injury from impact of implement	<p>During the competition ensure that:</p> <p>The circle is constantly swept free of standing water and grit.</p>	Officials Athletes

			<p>Practice trials are not allowed outside the circle.</p> <p>Only officials are allowed forward of the throwing line.</p> <p>All officials and athletes are aware of the need for concentration at all times.</p> <p>Officials forward of the throwing line should stand outside the sector lines and always face the throwing line.</p> <p>The javelin is returned by carrying and not throwing</p>	
--	--	--	---	--

Source: IAAF Competition Rules 2010-2011:148-155; 167-170; Liebenberg, 2010[a]: Personal interview; Glad & Roe, 2002:201-203.

**Table 4.93: Parking Questions (cf. Checklist 99 on CD)**

No	Question to ask	YES	NO	Number
1.	Will there be an impact on local traffic?			
2.	Are parking lots available for persons with a disability? If yes, determine number.			
3.	Are parking lot attendants necessary? If yes, determine number.			
4.	Is there an adequate line of sight for any attendant to see the parking lot?			
5.	Has it been determined how frequently the parking lot should be patrolled before the event?			
6.	Has it been determined how frequently the parking lot should be patrolled during the event?			
7.	Has it been determined how frequently the parking lot should be patrolled after the event and for how long?			
8.	Are police and emergency services required on the parking area?			
9.	Is there adequate signage to the entrance gates?			
10.	Is external access limited by fences or other means?			
11.	Is additional security provided in the parking lot?			
12.	Has the stadium and parking crime rate (high/low) been determined?			
13.	Are there adequate bus parking?			
14.	Are there safe movement areas for those leaving buses or waiting for buses?			
15.	What other events are taking place on the day(s) nearby the stadium?			

Source: Fried, 2010:282-283,288; Fourie, 2012[e]:56.

**Table 4.94: Parking – planning (cf. Checklist 100 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Parking</b>							
1.1	ID Parking areas							
1.2	Determine parking areas for. <ul style="list-style-type: none"> <li>- LOC</li> <li>- Medical team</li> <li>- Ambulance</li> <li>- VIPs</li> <li>- Media</li> <li>- Technical officials</li> <li>- Athletes</li> <li>- TV vans</li> <li>- Public</li> <li>- Refreshments and catering</li> <li>- Doping</li> <li>- JOC members</li> </ul>							
1.3	Security at parking. <ul style="list-style-type: none"> <li>- Quotations (3)</li> <li>- Budget</li> <li>- Determine numbers and areas</li> </ul>							

Sources: Holtzhausen,2012[a]: Personal interview; Coetzer, 2011: Personal interview; Theron, 2007: Personal interview; Strauss, 2007: Personal interview.

**Table 4.95: Guidelines to plan the medical contingency plan for track and field events (cf. Checklist 101 on CD)**

<b>No</b>	<b>TOPIC</b>	<b>Medical Committee</b>	<b>LOC Member</b>
1.	Determine the level of participation and expected number of spectators	Jointly with LOCM	Jointly with MC
2.	Identify the medical care necessary for the event and the personnel needed to serve the medical needs.	MC	
3.	Organise the recruitment, training and supervision of the various medical personnel.	MC	
4.	Identify the venues where medical care should be provided and identify the specific care to be available.	Jointly with LOCM	Jointly with MC
5.	Ensure adequate facilities at the respective venues, supplies and equipment available for medical services at all official sites, venues and accommodation as well as the warming-up area.	Jointly with LOCM	Jointly with MC
6.	Ensure that medical services are available and accessible to spectators, officials and athletes.	MC	
7.	Ensure that all emergency medical support units are clearly marked and visible from various points.	MC identifies	LOCM executes
8.	Ensure the correct accreditation of medical staff, volunteers and the official medical team personnel.	MC identifies	LOCM Executes
9.	Use the programmes and event Are there safe movement areas for those leaving buses or waiting for buses? tickets to indicate where the medical services will be available.	MC supplies information	LOCM executes
10.	Assist the LOC in developing a medical budget Are there safe movement areas for those leaving buses or waiting for buses? (jointly seek for sponsors – money and products)	MC identifies and compile	LOCM submits
11.	Submit medical report to JOC	MC	
12.	Prepare a medical information manual or document for athletes, teams, IAAF & ASA family and media.	MC compiles	LOCM supplies
13.	Clearly provide guidelines in the programme on how to obtain medical care.	MC compiles	LOCM supplies
14.	Use the announcer to draw people's attention to where the medical services can be obtained.	MC prepare information	LOCM submits
15.	Clearly mark the venue from different areas to guide athletes, spectators and officials to the medical service areas.	MC identifies	LOCM Executes

No	TOPIC	Medical Committee	LOC Member
16.	Establish liaison for speciality services and consultations such as laboratory services, X-ray services. (These services may be on site at major events such as the World Championships).	MC	
17.	Maintain a record system for all incidents, illness and treatment services provided. It may come in handy during any legal issues.	MC	
18.	Assign a member to serve as a liaison for teams' medical staff, and conduct an orientation session for visiting teams' medical staff, outlining available medical services and venues available.		LOCM
19.	When feasible, conduct a sport medicine educational seminar for medical personnel and athletes	MC	LOCM book venue and market
20.	<p>Staffing guidelines. Could be more depending on the level and size of the event.</p> <ul style="list-style-type: none"> <li>• Physicians – 2-3, one for the spectators and one/two for participants (major events 1 per 100 athletes)</li> <li>• Physiotherapists – one per 30–50 athletes</li> <li>• Massage therapist – one per 50–75 athletes</li> <li>• Nursing staff 2-6 (including recorders)</li> <li>• Paramedic staff 2-6 (including stretcher bearers).</li> </ul> <p>(Staffing for ancillary and spectators' care will depend on the number of official sites, venues and accommodation areas).</p>	Jointly with LOCM	Jointly with MC
21.	In the event of an adverse outcome, such as death, a protocol should be in place for notification of family, and the public through the press. The Medical Director or designated representative and the Competition Director should act as spoke persons, and all other personnel should refrain from discussing the case outside the immediate medical team.	Medical Director	Competition Director
22.	The medical team should have a risk management plan in place for any emergency situation that could occur at the event, e.g. fire, violence etc.	MC	
23.	Be prepared for unforeseen cases of emergency.	MC	
24.	Ensure a well-planned entrance and exit route for the ambulance and other medical vehicles and ensure that a person is assigned to monitor that an ambulance is always available on site or on call depending the level and size of the event ( <i>cf.5.18.5</i> ).	MC	LOCM
25.	Ensure pathways for wheelchairs and persons with disabilities; clearly mark the safe pathways for them to use.	MC to identify	LOCM to execute

<b>No</b>	<b>TOPIC</b>	<b>Medical Committee</b>	<b>LOC Member</b>
26.	Identify the types of expected emergencies, injuries and potential violence that could occur and be prepared.	MC	
27.	Identify crowd culture	MC in conjunction with JOC	LOCM in conjunction with JOC
28.	Ensure that you are aware of the weather factors that could play a role in the safety of the athletes and spectators.	Medical Director in conjunction with Competition Director	Competition Director in conjunction with Medical Director
29.	Determine who holds which position within the chain of command.	MC	
30.	Determine who will represent the MC in the JOC/VOC.		

Source: Holtzhausen, 2012[a]: Personal interview; Events Medical Control: 2008:2-6; Tarlow, 2002:111-121; Brown & Gudjonsson (nd):13-14.

Use in collaboration with Act no 2 of 2012 and Risk Score for Events (Holtzhausen, 2012[b]).



**Table 4.96: Guidelines for Medical Services at Events (cf. Checklist 102 on CD)**

No	Event	Medical service	Athletes	Officials	Spectators
1.	Club level (including school events)	<ul style="list-style-type: none"> <li>• Medical contingency plan.</li> <li>• ER 24 or paramedic services.</li> <li>• Medical Doctor on standby as well as the ambulance services and other services identified in the medical contingency plan.</li> </ul> Use the Risk Score for Events (Holtzhausen,2012[b])	√  √  √	√  √  √	√  √  √
2.	Provincial Level School invitation meetings	<ul style="list-style-type: none"> <li>• Medical contingency plan.</li> <li>• ER 24 or paramedic services.</li> <li>• Physician and nurse</li> </ul> <b>Athletes (competition area)</b> Physician (Specialist in Sport Medicine) Physiotherapists Ambulance on Site <b>Warm-up area.</b> Physiotherapists Message therapists ER 24 or Paramedics (Athletes: Dr of competition area on standby). Use the Risk Score for Events (Holtzhausen,2012[b])	√       √       √	√  √  √  √	√  √  √  √
3.	National/international and Invitation/Permit meetings	Medical contingency plan Medical Dr & Nurse Emergency Services (ER 24 and Paramedics) <b>Athletes.</b> Physician (Sport medicine specialist) Physiotherapists Ambulance (2) on site. One equipped for critical care and another secondary ambulance on site.	√       √	√  √  √  √	√  √  √  √

		<b>Warm-up area.</b> Physiotherapists Massage Therapists ER 24 or paramedics (Dr for athletes on standby)	√		
--	--	---	---	--	--

Source: Holtzhausen, 2012: Personal interview; ASA MINIMUM STANDARDS OF EVENTS MEDICAL CONTROL, Volume1, 2008:2-4; Brown & Gudjonsson, (n.d.):24-27.

**Table 4.97: Planning the Marketing of the Event (cf. Checklist 103 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Marketing</b>							
1.1	Compile marketing committee							
1.2	Determine meeting dates							
1.3	Determine marketing tools							
1.4	Design poster							
1.5	Sign off poster							
1.6	Determine number of posters							
1.7	Print posters							
1.8	Book lamp posts							
1.9	Budget: - lamp posts - posters - flyers							
1.10	Posters on lamp posts: - put up - take down							
1.11	Determine dates for posters: - up - down							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.12	Determine number of flyers							
1.13	Design flyers							
1.14	Sign off flyers							
1.15	Determine distribution of flyers: - Who - When - Where - Payment							
1.16	Print flyers							
1.17	Quotations for advertisements: - Newspaper - Radio - Television							
1.18	Compile advertisements: - Newspaper - Radio - Television							
1.19	Sign-off advertisements: - Newspaper - Radio - Television							
1.20	Newspaper articles: - Write - Prepare information for newspaper							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.21	Prepare press releases							
1.22	Budget for all items identified							

Sources: Fourie, 2012[e]:30-35; Watt,1998:119.

**Table 4.98: Marketing Budget (cf. Checklist 104 on CD)**

1.	<b>Date of this budget.</b>					
2.	<b>Date of Event.</b>					
3.	<b>Target market segments</b>	<b>Target numbers</b>	<b>Ticket price</b>			
4.	Individuals		R			
5.	Families		R			
6.	Children		R			
7.	Concessions/learners and students		R			
8.	Groups		R			
9.	Complimentary/hospitality/VIPs		Nil			
10	Press		Nil			
11.	<b>Item</b>	<b>Elected item +no</b>	<b>Budget items</b>	<b>Budget</b>	<b>Amount approved</b>	<b>Amount used</b>
11.1	<b>Printed Items</b>					
11.1.1	Tickets		Design costs Print costs			
11.1.2	Posters		Design costs Print costs			
11.1.3	Brochures		Design costs Print costs			
11.1.4	Leaflets/Flyers		Design costs Print costs			
11.1.5	Visitors' Map		Design costs Print costs			
11.2	<b>Advertisements</b>					
<b>No</b>	<b>Item</b>	<b>Elected item +no</b>	<b>Budget items</b>	<b>Budget</b>	<b>Amount approved</b>	<b>Amount used</b>
11.2.1	Newspaper		Design advert Advertising cost			
11.2.2	Radio		Design advert Record advert Advertising cost			
11.2.3	Television		Design advert			

			Record advert Advertising cost			
11.2.4	Magazines		Design advert Advertising cost			
11.3	<b>Mascot and other articles</b>					
11.3.1	Mascot. Mascot doll Sticker Bags Key rings, etc.		Design Production cost Number			
11.3.2	Websites		Design Establish			
11.4	<b>Banners/Advertising boards</b>					
11.4.1	Pull out banners					
11.4.2	Advertising boards					
11.4.3	Scoreboards					
11.4.4	Bill boards					
11.4.5	Electronic message boards					
11.4.6	Painted Logos on grass					
<b>No</b>	<b>Item</b>	<b>Elected item +no</b>	<b>Budget items</b>	<b>Budget</b>	<b>Amount approved</b>	<b>Amount used</b>
11.5	<b>Other Costs</b>		Telephone costs Mailing costs Envelopes Stamps Volunteers to distribute flyers			
<b>11.6</b>	<b>Volunteers' T Shirts</b>					

Source: Fourie, 2012[e]:121; Glad & Roe, 2002:92; Shone, 2001:185-187; Mullin, *et al.* 2000:189; Watt, 1998:66.

**Table 4.99: Summarised Budget (cf. Checklist 105 on CD)**

<b>Item approved</b>	<b>Amount approved</b>	<b>Amount used</b>	<b>Comments</b>
Total:	R	R	
Balance:	R		

Source: Fourie, 2012[e]:121



**Table 4.100: Media needs (cf. Checklist 106 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Media</b>							
1.1	Compile media list							
1.2	Budget. - Card design - Print - Mail - E-mail							
1.3	Invitation design - Meeting - Press launch - Awards function							
1.4	Print invitation cards							
1.5	Distribute invitation cards							
1.6	Compile attendance list							
1.7	Design parking and admission tickets							
1.8	Letter to media – invitation Letter to media regarding registration, press kits, accreditation, procedures and interviews							
1.9	Accreditation cards : Determine number for: TV Radio Press Photographer							
1.10	Press venue							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Seating</li> <li>- Tables</li> <li>- Phones</li> <li>- E-mail points</li> <li>- Computers</li> <li>- Pigeon holes</li> <li>- Baskets</li> <li>- Workstations</li> <li>- Staff (3)</li> <li>- Results plan</li> <li>- Refreshments</li> <li>- Meals</li> <li>- Budget</li> </ul>							
1.11	TV venue: <ul style="list-style-type: none"> <li>- Chairs</li> <li>- Workstation</li> <li>- Baskets</li> <li>- Results plan</li> <li>- Staff (2)</li> <li>- Refreshments</li> <li>- Meals</li> <li>- Seating arrangements</li> <li>- Budget</li> </ul>							
1.12	Appoint media liaison officer							
1.13	Appoint media monitoring company							
1.14	Appoint person to type results							
1.15	Prepare press kit: <ul style="list-style-type: none"> <li>- Programme</li> <li>- Event list (set of entries)               <ul style="list-style-type: none"> <li>- up date</li> </ul> </li> <li>- Revised lists</li> <li>- Statistics</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Letter to media on arrangements</li> <li>- Attendance list media</li> <li>- Athletes' profiles</li> </ul>							
1.16	Determine personal interview needs							
1.17	Liaise with ASA media delegate							
1.18	Media releases: <ul style="list-style-type: none"> <li>- Compile release</li> <li>- Ask for president quote</li> <li>- Ask for sponsor quote</li> <li>- Compile athletes' profiles</li> <li>- Sign-off of media release</li> <li>- Mail releases</li> <li>- Budget</li> </ul>							
1.19	Budget for all identified items							
1.20	Press launch							
1.21	Allocation of area for press registration: <ul style="list-style-type: none"> <li>- Table and chairs</li> </ul>							
1.22	Allocation and preparation of media centre in terms of ASA minimum standards: <ul style="list-style-type: none"> <li>- Telephones</li> <li>- Fax machine</li> <li>- Computer and printer</li> <li>- Internet connection</li> <li>- Photocopy machine</li> </ul>							
1.23	Allocation of interview area for winners							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.24	Obtain and distribute results							

Sources: Laxton, 2006[a]: Personal interview; Le Roux, 2006[b]: Personal interview; Van Wyk, 2006[a]: Personal interview; Boukes & Fourie, 2004:36-38; ASA Handbook, 2002:12; Watt,1998:119.

**Table 4.101: Job description of Radio Officials (cf. Checklist 107 on CD)**

No	Officials	Job description
1.	Media Liaison Officer	<p>Coordinate the process of all media; attend to critical issues the head radio official could not solve</p> <p>Roam between all media stations (Radio, TV, Written Press)</p> <p>Prioritise the media interviews between different media groups</p>
2.	Head Radio Official	<p>Coordinate radio process</p> <p>Attend to athletics specific problems regarding results</p> <p>Monitor results to radio</p> <p>Coordinate the refreshments and meal distribution</p>
3.	Officials - Commentators Three (3)	<p>Roam between 11 stations and assist where needed</p> <p>Distribute results between stations</p> <p>Serve refreshments and meals</p>
4.	Officials – General Two (2)	<p>Receive and coordinate distribution of results</p> <p>Assist in distributing results</p> <p>One must be available to receive new results</p> <p>Serve refreshments and meals</p>
5.	Officials – interviews and critical issues  Two (2)	<p>Assist the commentators to bring requested athletes for interviews</p> <p>Assist with critical issues as requested by the Head Radio Official.</p>

Source: Musandiwa, 2006: Personal interview; Van den Berg, 2006: Personal interview; Russouw, 2006: Personal interview.

**Table 4:102: Content of the Press Pack/Media Kit (cf. Checklist 108 on CD)**

No	CONTENT	COMMENT
1.	The complete participant list.	With the bib numbers for the event Participant list with first names and not only initials to personalize reports
2.	Lane draws (Start lists).	The most current lists. If a revised list clearly indicate revised with the date and time to ensure the latest document is used. 2 or 3 revised documents can come on 1 day on the same event.
3.	A one page event programme with correct starting times.	To do thorough planning for live crossings.
4.	Identify sponsor of the event and clearly indicate how it fits in the name of the event. Other sponsors linked to something specific e.g. an event – a bursary for the winner.	For acknowledgement purposes.
5.	All possible stats relating to all items and participants in the event.	Profile forms of athletes (cf. Figure 4.7) Ranking lists of season (SA Statisticians) Any news worthy information on the event, e.g. athletes or former Springbok athletes or Rugby players. No of entries per event. Seasons Best (SB) performance of athletes. Personal Best (PB) performance of athletes.
6.	A covering Press Release	Summarizing the high lights of the event.
7.	Name list with contact numbers of all logistical support staff	Media Liaison Officer Head Official. Radio Medical Support. Medical Doctor (if possible specialized in sport), Dentist, Physiotherapist Competition Director

Fourie, 2012[e]:558-559.

**Table 103: Job description of Television Officials (cf. Checklist 109 on CD)**

No	Officials	Job description
1.	Media Liaison Officer	Coordinate the process of all media Attend to critical issues the head TV official could not solve Roam between all media stations (Radio, TV, Written Press) Prioritise the media interviews between different media groups
2.	Head Television Official	Coordinate TV process Attend to athletics specific problems regarding results Coordinate the refreshments and meal distribution
3.	Officials - commentators (1) one	Distribute results between commentators Serve refreshments and meals.
4.	Officials – general (1) one	Assist to distribute results; receive new results  Serve refreshments and meals.

Source: Fourie 2012[e]:300; Laxton, 2006[b]: Personal interview.

**Table 4.104: Assistance to media (cf. Checklist 110 on CD**

No	Incident	Who to attend	What needs to be done
1.	Results not received	Results officials in media area.	Determine which results were not received, and fetch from the copy room.
2.	Errors on Results	When identified by the media, the Head official at the media or the Media Liaison officer will take this mater up with the Competition Director.	Verify results with the Competition Director.
3.	Interviews with athletes at the working station	Assigned official(s) for the media interviews will collect names	Fetch athletes at the mixed zone and accompany them to the working station for the interview.
4.	Security at working station	Media officials assigned to the specific area and the security company at the door.	Assure media personnel that the equipment will be looked after.
5.	No wind-gauge readings	Results officials will report to Head official or Media Liaison officer.	1 <sup>st</sup> step – media official will try to collect information at the copy room, if not available report to head official at the media or the Media Liaison officer to request the readings from the Competition Director.
6.	Results to media	Coordinated by the Head official in each section and distributed by the officials assigned to results.	Each section of the TV, each radio and each newspaper or magazine will have its own basket/tray for officials to file results for the media at their respective working stations.
7.	Media not present at start	Baskets assigned will be filled with results	Receive basket when arrive

Fourie, 2012[e]:100-103; Laxton,2006[b]:Personal interview.



**Table 4.105: Checklist for a Press/ Media Launch (cf. Checklist 111 on CD)**

No	Item	What to do	Comments
1.	When to call Press/Media Launch		Only for extraordinary events
2.	Routine Announcements	Use a Media Release	Not necessary for a media launch
3.	Newsworthy information and top athletes available		Media Launch advisable
4.	Budget	Budget planning	Weigh the pros and cons. Determine if money is available.
4.	Day and Time of Press / Media Launch		<p>Take into consideration who is the main media that will be present.</p> <p>Take into consideration deadlines of those media before the day and time is scheduled.</p>
5.	Invitations	<p>Design invitation</p> <p>Follow up invitations by telephone two days in advance</p> <p>Include precise travel directions to the press launch</p> <p>A press release should follow after the launch</p>	E-mail at least two weeks prior to launch.
6.	Facilities	<p>Take the following into consideration when looking for a venue:</p> <p>Consider the electrical requirements of television if applicable.</p> <p>Enough space for photographers, cameramen and radio equipment.</p> <p>Arrange a physical set up that allows all media equal access.</p>	Book the venue
7.	Branding	Drape the venue with the branding of the sponsor, province and national body.	Sponsors' branding if applicable.
8.	Tables and chairs	Determine the format of the launch and plan the seating accordingly.	Table cloths, flowers and serviettes

9.	Printing	<p>Invitations  Table programmes  Media lists  RSVP Cards  VIP Place Cards  Table Plan  Table Numbers  Media Packs  Name Tags  Postage/email /sms costs</p>	Determine and budget
10.	Audio-visual aids	<p>Music, data projector, microphones must be checked prior to the event.</p>	<p>PA System, Big screen, Data projector, Laptop.</p>
11.	Personnel	<p>Master of Ceremonies  Security  Entertainment  Admin Labour  Sound  Video team</p>	
12.	Media Kits	<p>A covering press release summarizing the highlights of the speech.</p> <p>Programme. Event  Athletes' profiles on top athletes entered for the event.</p> <p>Ranking list for the year story on previous achievements at the most recent World event or the previous year's event.</p> <p>List of Records</p> <p>Accreditation Form for the Event  Photographs / action shots of top athletes.</p> <p>A schedule of events.  The identity and involvement of a sponsor.</p> <p>General information regarding date time and venue of the event.</p>	<p>Embargo on the press release to media not attending the launch to enable the media attending to use it first.</p> <p>Obtain from SA Statisticians association.  ckok@safcol.co.za</p> <p>This form could also go out with the invitation with the request to submit with RSVP or at event. If submitted with RSVP the accreditation card can be in the Media Kit (<i>cf.</i> Checklist 126)</p>
13.	Duration	<p>Keep the introduction and speeches to the minimum.</p> <p>Give adequate exposure to the sponsor.</p> <p>Allow media to ask questions and assist with photos.</p> <p>Give athletes adequate exposure.</p>	

No	Item	What to do	Comments
14.	Refreshments / Meals	Quotations – 3 to be submitted.	<p>This will be determined by the time of day.</p> <p>Stay within the budget.</p> <p>If athletes are under age – no liquor to be served.</p>
15.	Characteristic of launch		<p>Be imaginative, catch the media's attention.</p> <p>Give them something to report, e.g. game drive, rain trip, etc.</p>

Sources: Fourie, 2012[e]:104-105; Hauman, 2012:283; Glad & Roe, 2002:222-224; Boukes & Fourie, 2004:29-30.

**Table 4.106: Event Programme (cf. Checklist 112 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Event programme</b>							
1.1.	Decide on cover page							
1.2	Design cover page							
1.3	Sign off cover page							
1.4	<b>Request messages from:</b> <ul style="list-style-type: none"> <li>- President ASA</li> <li>- Chairperson. Track and Field</li> <li>- Sponsor</li> <li>- Mayor</li> <li>- Chairperson Province</li> </ul>							
1.5	<b>Determine content of programme:</b> <ul style="list-style-type: none"> <li>- Determine number of programmes and price of programme</li> </ul>							
1.6	<b>Decide on layout of programme:</b> <ul style="list-style-type: none"> <li>- Design</li> <li>- Layout</li> </ul>							
1.7	<b>Quotations</b> Minimum (3) quotations							
1.8	<b>Finances</b> Budget for all items identified							
1.9	<b>Printing and distribution</b> <ul style="list-style-type: none"> <li>- Printing</li> <li>- Print programme</li> <li>- Distribute programme</li> <li>- Determine sale price</li> </ul>							
1.10	<b>Who needs programmes?</b> <ul style="list-style-type: none"> <li>- Media</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Technical officials</li> <li>- VIPs</li> <li>- Medical</li> <li>- Doping</li> <li>- Gates: public</li> </ul>							

Sources: Fourie, 2012[c]; Stander, 2005: Personal interview; ASA Handbook, 2002:31-66.

**Table 107: Medal awards / presentation**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Medal awards/presentation</b>							
1.1	ID VIPs for presentation							
1.2	ID Medal officer at VIP							
1.3	Escort VIP – route							
1.4	Medal officials (3)							
1.5	Presentation girls (3-4)							
1.6	Clothing for medal presentation girls							
1.7	Medal cushions (3)							
1.8	Sponsor's sashes							
1.9	Medals: - Design medals - Quotations (3) - Approve medals - Sign off medals - Order medals							
1.10	Flowers/Gifts: - Determine what - Determine number of flower bouquets/gifts - Quotations (3) - Buy flowers/gifts							
1.11	Fanfare							
1.12	Medal presentation procedure: - decide on procedure - explain to officials - practise							
1.13	Walkie Talkie (1)							
1.14	Rostrum							
1.15	Plants/Flowers around rostrum							

No	Task	Who Responsible?	Progress Report 1	Progress report 2	Progress report 3	Comments	Final Check	Evaluation
1.16	Sponsor's advertising materials							
1.17	Prize money							
1.18	Determine procedure and programme							
1.19	Tables and chairs Table cloth							

Sources: Fourie, 2012[e]:231; ABSA Series, 2002:2; Boukes & Fourie, 2004: 202; Watt,1998;118.

**Table 4.108: Awards ceremonies procedures and announcements (cf. Checklist 113 on CD)**

No	Time	Audio Message/ Music	Visual message (Video Screen) Action
1.	10 Minutes		<b>Assemble athletes and presenters(VIP's)</b>
2.	60 sec	Acoustic signal (fanfare music)	Simultaneously flashing words alternating on the video screen. Victory ceremony (English) Medalje-oorhandiging (Afrikaans)
3.	60 sec	Announcement.  <b>English</b>  The medals will be presented by: <i>Name title of presenter</i> and accompanied by: <i>Name and title of presenter 2</i> , if applicable.  <b>Afrikaans</b>  Die medaljes word oorhandig deur: <i>Naam en titel van persoon 1</i> en bygestaan deur: <i>Naam en titel 2de persoon</i> .	The athletes led by the person appointed march simultaneously in the following order: 2 <sup>nd</sup> , 1 <sup>st</sup> and 3 <sup>rd</sup> followed by the medal ladies, flower/gift ladies, VIP and the co-ordinator or lady assigned. The VIP contingent will go left and medal ladies right.
4.	2 minutes	When the three athletes are behind the podium.  <b>Announcement.</b>  <b>Medal presentation- Event, e.g. 100m Women</b>  Third <i>Name of Athlete/ Club/country and achievement</i>  Second <i>Name of Athlete/ Club/country and achievement</i>  Ladies and gentleman the 2010 National Champion <i>Name of Athlete/ Club/country and achievement</i>  <b>Medalje-oorhandiging – Item, e.g. 100m Vroue</b>	Athlete 3 <sup>rd</sup> mounts the podium  Presenters step forward; medal and flowers  Athlete 2 <sup>nd</sup> mounts the podium – ditto  Athlete 1 <sup>st</sup> mounts the podium – ditto



		<p><i>Derde Naam van atleet/klub/Land en prestasie</i></p> <p><i>Tweede Naam van atleet./klub /Land en prestasie</i></p> <p>Dames en here, die 2010 Nasionale Kampioen: <i>Naam van atleet/klub/Land en prestasie</i></p>	Both presenters step back.
5.	30 sec	Ladies and Gentleman, the National anthem of <i>name of country</i>	Athletes turn to the flag poles.
6.	50 – 60 sec	<i>The national anthem of the winner's country is played</i>	National flags of the 3 medal winners are hoisted.

Source: Coetzer,2012: Personal interview; Barra *et al.* 2003:209-211.

**Table 4.109: Flags (cf. Checklist 114 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Flag protocol</b>							
1.1	Hoisting of flags							
1.2	Appoint staff to hoist flags							
1.3	Collect flags							
1.4	Determine procedure							
1.5	Determine communication when flag ceremony is linked to the medal presentation.							
1.6	Determine regulations regarding the use of the national flag in opening ceremonies and closing ceremonies with march passes of athletes.							

Sources: Fourie, 2012[e]:301; OUR FLAG [s.a.].

**Table 4.110: Selectors and Appeal Board (cf. Checklist 115 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Selectors</b>							
1.1	Identify venue with view on track for max 5 selectors							
1.2	Check tables and chairs							
1.3	Prepare venue							
1.4	Accreditation cards							
1.5	Results to selectors							
<b>2.</b>	<b>Appeal Board</b>							
2.1	Identify venue for max 5 members							
2.2	Check tables and chairs							
2.3	Accreditation cards							
2.4	Key of room to Convener of Appeal Board							

Sources: Meyer, 2011[b]: Personal interview.

**Table 4.111: Scoring (cf. Checklist 116 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Scoring</b>							
1.1	Appoint officials							
1.2	Scores <ul style="list-style-type: none"> <li>- Team competition</li> <li>- Team women</li> <li>- Team men</li> <li>- Best track athlete. male</li> <li>- Best track athlete female</li> <li>- Best field athlete male</li> <li>- Best field athlete female</li> </ul>							
1.3	Prepare score sheets							
1.4	Ensure scoring tables are available							
1.5	Determine recipients							
1.6	Determine scoring system							

Sources: Badenhorst, 2007: Personal interview; Boukes & Fourie, 2004:45.

**Table 4.112: Seeding (cf. Checklist 117 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comment	Final Check	Evaluation
1.	<b>Seeding</b>							
1.1	Appoint officials							
1.2	Computer and printer							
1.3	Draw sheets							
1.4	Seeding rules current IAAF Rule book available)							
1.5	Results							
1.6	New draws							

Sources: Badenhorst, 2007: Personal interview; Van Rooyen, 2007: Personal interview..

**Table 4.113: Dignitaries and guests of honour (cf. Checklist 119 on CD)**

	<b>Task</b>	<b>Who is responsible?</b>	<b>Progress Report 1</b>	<b>Progress Report 2</b>	<b>Progress Report 3</b>	<b>Comments</b>	<b>Final Check</b>	<b>Evaluation</b>
<b>1.</b>	<b>Dignitaries and guests of honour(VIPs)</b>							
1.1	Determine guest list							
1.2	Determine protocol							
1.3	Design invitation cards							
1.4	Sign off invitation cards							
1.5	Determine categories of dignitaries							
1.6	Determine number of cards							
1.7	Quotations for invitation cards (3)							
1.8	Print invitation cards							
1.9	Distribute invitation cards							
1.10	Budget. envelopes and stamps							
1.11	Budget. E-mail costs							
1.12	Compile attendance list							
1.13	Admission /Parking Tickets							
1.14	Determine venue							

	<b>Task</b>	<b>Who is responsible?</b>	<b>Progress Report 1</b>	<b>Progress Report 2</b>	<b>Progress Report 3</b>	<b>Comments</b>	<b>Final Check</b>	<b>Evaluation</b>
1.15	Budget. venue							
1.16	Seating arrangements according to protocol							
1.17	Appoint host/hostess							
1.18	Name tags							
1.19	Reception of guests							
1.20	Hand outs							
1.21	Hospitality area: - layout - food and beverages - security - branding - programmes - ASA information booklets - hostesses / hosts							

Sources: Fourie, 2012[e]:250; Adams, 2007: Personal interview; ABSA Series, 2002:1.

**Table 4.114: Protocol (cf. Checklist 120 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Protocol</b>							
<b>1.1</b>	<b>Parking.</b>							
1.1.1	Id parking areas and reserve for VIP							
1.1.2	Reception at parking area – VIPs							
1.1.3	Escorting staff to VIP area							
<b>2.</b>	<b>Entrance to stadium and VIP Area</b>							
2.1	Gates. Separate VIP entrance to stadium							
2.2	Escort to VIP area							
<b>3.</b>	<b>VIP area</b>							
3.1	Hostess for VIP area							
3.2	Accreditation VIPs							
3.3	Reception VIP area: - Drinks on arrival - Gift on arrival - Programme on arrival							
3.4	Seating arrangements according to protocol							



No	Task	Who is responsible ?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
3.5	Cushions on seats of VIPs							
<b>4.</b>	<b>Security</b>							
4.1	Security : Outside VIP area Entrance to area In area Seating area							

Sources: Adams, 2007: Personal interview; Botha, H, Supt., 2007: Personal interview.

**Table 4.115: Catering (cf. Checklist 121 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Catering</b>							
1.1	Determine numbers of: - Officials - Volunteers - Media - VIPs - Support services							
1.2	Determine venues for catering for: - Officials - Volunteers - Media - VIPs - Support services							
1.3	Determine menu for: - Officials - Volunteers - Media - VIPs - Support services							
1.4	Collect quotations (3) from caterers for: - Officials - Volunteers - Media - VIPs - Support services							
1.5	Appoint caterers for: - Officials - Volunteers - Media - VIPs - Support services							
1.6	Design meal tickets							
1.7	Print meal tickets							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.8	Distribute meal tickets							
1.9	Appoint waiters for: - Officials - Volunteers - Media - VIPs - Support services							
1.10	Prepare facilities for: - Officials - Volunteers - Media - VIPs - Support services							
1.11	Branding of facilities for catering for: - Officials - Volunteers - Media - VIPs - Support services							
1.12	Determine if caterers will supply: - Cutlery - Plates - Serviettes - Table cloths - Urn - Warm trays							
1.13	Determine what liquor and other drinks for: - Officials - Volunteers - Media - VIPs - Support services							
1.14	Determine numbers for drinks to be provided for: - Officials - Volunteers							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.15	Determine venues where drinks are to be provided to: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.16	Determine bar services.  Cash or free bar services for: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.17	Quotations: bar service (3) for: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.18	Make appointment for rendering of bar services for: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.19	Determine for whom bar service will be available: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.20	<ul style="list-style-type: none"> <li>- Determine if equipment will be included:</li> <li>- Optics</li> <li>- Glasses</li> <li>- Water jugs</li> <li>- Bottle openers</li> </ul>							
1.21	Determine serving procedures for: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support service</li> </ul>							
1.22	Determine amount of float (if cash bar) for: <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.23	Determine sequence for drinks							
1.24	Budget for all items identified							
1.25	Tenders for public and athletes' meals. <ul style="list-style-type: none"> <li>- Advertise for tenders for food and drink stalls</li> </ul>							
1.26	Appoint food stalls <ul style="list-style-type: none"> <li>• Appoint stalls for soft drinks, coffee and tea</li> </ul>							

Sources: Botha H, 2012: Personal interview; Coetzer, 2008: Personal interview; Adams, 2007: Personal interview.

**Table 4.116: Financial Planning Form (cf. Checklist 122 on CD)**

No	Source of funds	Committed	Potential	Total	Actual	Over/Under Budget
1.	School funds					
2.	Education Dept. grant					
3.	Registration and entry fees					
4.	Participation Fee					
5.	Admission Fee					
6.	Stadium: Hiring Fee					
7.	Equipment: Hiring Fee					
8.	Concession sales					
9.	Other sales					
10.	Private gifts and donations					
11.	Special event fundraising					
12.	Sponsorships					
13.	Other					
14.	Other					
	TOTAL INCOME					

Source: Botha, H, 2012: Personal interview; American Sport Education Program, 1996:56.

**Table 4.117: Example of a budget with a sponsor (cf. Checklist 123 on CD)**

<b>FINANCIAL BUDGET (WITH A SPONSOR)</b>	
<b>INCOME:</b>	<b>R 230,000</b>
Dinner Tickets (500 X R 150.00)	75000
Tournament Levy 500 x R50)	25000
Sponsor	130000
<b>EXPENDITURE:</b>	<b>R 221,687</b>
<b>1 Printing</b>	<b>R 3,917</b>
- Programmes	1840
- Programmes Tables	807
- Meal Tickets	260
- Race Numbers	850
- Route/ Venue Maps	160
<b>2 Medals and Trophies</b>	<b>R 6,000</b>
Medals and Trophies	6000
<b>3 Officials + LOC</b>	<b>R 73,290</b>
- Official services for 2 days	13125
- Volunteers for 2 days	3360
- Announcers' fees	1570
- LOC members	5250
- LOC Function	2360
- Time Keeping officials/equipment	2625
- Results + seeding officials	1500
- Travelling + accommodation	10500
- Meals + Refreshments for 2 days	30000
<b>4 Road Race &amp; Walk</b>	<b>R 4,530</b>

- Measurement of routes	550
- PA System	1800
- Chevron Tape	180
- Water & Coke	2000
<b>5 VIPs, Media &amp; XXXXX Executive</b>	<b>R 29,000</b>
- Travelling & Accommodation	20000
- Meals & Refreshments ( for 2 days)	5000
- Refreshments at meetings	2000
- Welcoming Function	2000
<b>6 Medical Services</b>	<b>R 7,070</b>
- Medical services for two days	5000
- Medical equipment	1000
- Massage oil	100
- Ice	180
- Drinks: doping	790
<b>7 Security</b>	<b>R 4,000</b>
- Security for 2 days	3000
- Meals	1000
<b>8 Hiring of facilities &amp; equipment</b>	<b>R 21,550</b>
- Marquee tents, tables & chairs	15500
- Radios	1500
- Electricity	450
- Casual labour - stadium	1400
- Stadium & equipment	1000
- Video production	1700



**9 Administrative**

**R 4,930**

- Ammunition	100
- Temporary licenses	400
- Envelopes & Stationery	300
- Safety Pins	300
- Flags	580
- Sundries	250
- Media releases + Launch	3000

**10 Awards Function**

**R 67,400**

- Dinner	Athletes (400 x R 150)	60000
	VIPs + Guests ( 25 x R150)	3750
- Wine for VIPs		1500
- Hall décor		1000
- Flowers		1150

Balance

+

**R 8,313**

.....  
TREASURER

Source: Botha, 2012: Personal interview.

**Table 4.118: Example of a budget excluding a sponsor (cf. Checklist 124 on CD)**

<b>FINANCIAL BUDGET (WITHOUT A SPONSOR)</b>		
<b>INCOME:</b>		<b>R 60,000</b>
Dinner Tickets	(400 X R 150.00)	60000
<b>EXPENDITURE:</b>		<b>R 211,690</b>
<b>1 Printing</b>		<b>R 19,400</b>
	- Programmes	14750
	- Programmes Tables	2150
	- Meal Tickets	750
	- Race Numbers	850
	- Route/ Venue Maps	900
<b>2 Medals and Trophies</b>		<b>R 6,000</b>
	Medals and Trophies	6000
<b>3 Officials + LOC</b>		<b>R 82,000</b>
	- Official services for 2 days	13200
	- Volunteers for 2 days	6300
	- Announcers' fees	5000
	- LOC members	5500
	- LOC Function	500
	- Time Keeping officials/equipment	11500
	- Results + seeding officials	1500
	- Travelling + accommodation	10500
	- Meals + Refreshments for 2 days	28000

4	<b>Road Race &amp; Walk</b>	<b>R 4,530</b>
	<ul style="list-style-type: none"> <li>- Measurement of routes</li> <li>- PA System</li> <li>- Chevron Tape</li> <li>- Water &amp; Coke</li> </ul>	550 1800 180 2000
5	<b>VIPs, Media &amp; XXXXX Executive</b>	<b>R 18,700</b>
	<ul style="list-style-type: none"> <li>- Travelling &amp; Accommodation</li> <li>- Meals &amp; Refreshments ( for 2 days)</li> <li>- Refreshments at meetings</li> </ul>	13000 4500 1200
6	<b>Medical Services</b>	<b>R 5,580</b>
	<ul style="list-style-type: none"> <li>- Medical services for two days</li> <li>- Medical equipment</li> <li>- Massage oil</li> <li>- Ice</li> </ul>	4300 1000 100 180
7	<b>Security</b>	<b>R 1,000</b>
	<ul style="list-style-type: none"> <li>- Security for 2 days</li> </ul>	1000
8	<b>Hiring of facilities &amp; equipment</b>	<b>R 21,550</b>
	<ul style="list-style-type: none"> <li>- Marquee tents, tables &amp; chairs</li> <li>- Radios</li> <li>- Electricity</li> <li>- Casual labour - stadium</li> <li>- Stadium &amp; equipment</li> <li>- Video production</li> </ul>	15500 1500 450 1400 1000 1700
9	<b>Administrative</b>	<b>R 4,930</b>
	<ul style="list-style-type: none"> <li>- Ammunition</li> <li>- Temporary licenses</li> <li>- Envelopes &amp; Stationery</li> <li>- Safety Pins</li> <li>- Flags</li> <li>- Sundries</li> <li>- Media releases + Launch</li> </ul>	100 400 300 300 580 250 3000

10 Awards Function

R 67,400

- Dinner	Athletes (400 x R 150)	60000
	VIPs + Guests ( 25 x R150)	3750
- Wine for VIPs		1500
- Hall décor		1000
- Flowers		1150

Nett expenditure over income n - R = **R - 151,690**

.....  
TREASURER

To balance the budget the LOC has to ask some questions:

1. Will the LOC be able to carry a loss of R 151,690.00?
2. What are 'Nice to haves'?

This could be:

	R	
Awards Function	67,400	
Video production	R 1,700	
LOC Function	R 500	
LOC Members	R 5,500	(Pay their own way)
Table Programmes	R 2,150	
	R	
Programmes	10,000	( 1 or 2 page programme)
	R	
Marquee tent	15,500	
Media	R 2,000	
	R	
	104,750	
	R -	
Nett expenditure over income - R =	46,940	

To cover the cost of the loss an entry fee per athlete could be charged of R120 per athlete = R 48,000

If that is not acceptable, the budget will have to be cut regarding expenses in the catering for VIPs and Executives.

Source: Botha, 2012: Personal interview.

**Table 4.119: Managing the finances (cf. Checklist 125 on CD)**

No	Task	Who is responsible?	Progress Report 1	Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Finances</b>							
1.1	Compile budget							
1.2	Approve budget							
1.3	Quotations: - Collect - Approve							
1.4	Invoice sponsor							
1.5	Payment of accounts							
1.6	Prepare financial statements							
1.7	Auditing of financial statements							
1.8	Petty cash							
1.9	Lay down rules regarding finances and budget							
1.10	<b><i>All budget items and quotations of other sections must be submitted to the treasurer to compile the budget.</i></b>							

Sources: Botha, 2012: Personal interview; Watt, 2003:111.

# Chapter One

---

## Introduction and orientation

### 1.1 INTRODUCTION AND BACKGROUND

Prior to the professional era and the re-admission of South Africa to international athletics in 1992, athletes participated primarily for themselves and for recreational value. At present, the majority of senior athletes and coaches are full-time professionals and committed to international standards. In turn, coaches and athletes (also at school level) expect sport event managers to be committed to meet international scientific standards. The event manager, coach and athlete need to form a professional team towards the success of the athlete. Arbeit (2004: Personal interview) emphasises that scientific preparation includes athletes participating in well-organised events, a point that is echoed by the Athletics South Africa Selection Committee (Preller, 2005 [a]: Personal interview).

In a survey done by the researcher and Athletics South Africa (ASA) at several senior events in 2011, as well as the 2011 University Sport South Africa (USSA): Athletics Track and Field Championships hosted in Stellenbosch, 27-28 April 2011, the senior athletes of South Africa clearly expressed the need for well organised track and field events (Pillay & Fourie, 2011; Fourie, 2011). It is therefore imperative to organise competitive sport events (from school to international events) according to international standards to support athletes and coaches in their preparation. Track and field event managers have to achieve a high professional standard in order to comply with the quality criteria of the International Amateur Athletics Federation (IAAF) and Athletics South Africa (ASA).

South African track and field event managers, however, not only have to deal with international standards, but are also confronted with the reality of transformation and standards put forward by the government to promote racial equity in sport (News24,

2007:1). As far back as the 2002 South African Sports Conference, the then Minister of Sport and Recreation, Ngconde Balfour referred to the professional era of sport and the new challenges it held for the people involved in sport in South Africa. The Minister is quoted: "*While the foundation of South African sport rests on voluntarism, sport is today a means of livelihood to many. By its very nature, it therefore demands that we need to be approaching the management of sport differently.*" He furthermore noted that the terrain had changed and different demands faced sport, including event managers. He concluded to say that this demanded a mind shift in the way sport and event managers approached and managed sport successfully (Balfour, 2002:1-4). His successor, Mike Stofile, stated that given the legacy of the country's history, some communities had not been exposed to participation and even less to the management of teams and events in sport (Stofile, 2007:1). The transformation mentioned here in a sense led to a too rapid transformation with set targets, contributing to an insufficient approach to capacity building and skills development in particular areas. One of these areas is event management - even more so track and field event management, which is a complex and specialised area of event management.

Problems regarding event management have been reported by the media over a period of time, but little to none has improved. Since 1996 many incidents of ineffective management of track and field events have been reported where unprofessional, non-qualified track and field event managers caused major disappointment at South African sport events (Omar, 2010: Personal interview; Van Wyk, 2006[b]:8; Van Wyk, 2005:5; Human, 2005:15; Van Wyk, 2004[a]:4; Van der Walt, 2001:18). Reporter Johan van Wyk reported in a leading Sunday newspaper that two sponsored meetings in the Boland region had been poorly organised (Van Wyk, 1998[a]:19). The Absa Boland Championships could not be held due to the absence of qualified technical officials. At the Absa meeting at Stellenbosch, results were not forwarded to the announcer, thereby affecting the validity of the results (Van Wyk, 1998[b]:24). In addition, sponsors indicated poor administration and the risk of violence, as well as liquor and drug abuse as reasons to withdraw their support from athletics (Correspondent, 1996:10).

On 16 March 2001 the Gauteng daily newspaper, Beeld, reported on tactical errors causing problems at track and field events. Louis van Rensburg, a South African athletics coach, reported in a letter to Sarel van der Walt of Beeld on three days of disarray and how athletes had been disadvantaged by incompetent technical officials and event organisers (Van der Walt, 2001:18). Examples of unprofessional conduct included poor decision-making, poor announcements, unscheduled events and the programme running late due to entries having been allowed up to thirty minutes prior to the event was due. He concluded that athletes and spectators would most likely not support events under such chaotic conditions and poor event management. During a live radio interview that Johann Russouw (from RSG Sport, an Afrikaans radio station on SABC) had with the researcher on 14 February 2009, the telephone lines were opened for listeners to call in. The overwhelming majority of calls were from parents, grandparents and coaches complaining about events not starting on time, results, as well as new lane draws that had not been posted on the notice boards or posted late – which has an impact on the time athletes had to warm up properly for their events (Fourie, 2009[a]: Live radio interview). Similar conditions were reported about the 5th South African Games held in Polokwane from 2-7 October 2011 (Strydom, 2011: Personal interview).

These examples show that since re-admission in 1992, not enough improvement has been evident as propagated by the mentioned Ministers of Sport. Event managers seem to be unfamiliar with the scientific principles that should be applied in track and field event planning and management. As former member of both the ASA Board and vice-chairperson of USSA Athletics, the researcher has proposed that event management, team management and sport administration are the areas mostly in need of development and training workshops. Both team management and sport administration impact on a successful event. The researcher has been appointed by SASCOC and ASA as the co-ordinator for the Free State Province to present workshops in sport administration and event management for track and field (Van Heerden 2012: e-mail received from SASCOC via ASA).

It is important to mention at this stage of the report that the IAAF Competition Rules 2010-2011 were used to validate the parameters within which the study was



conducted. In future, the rule quoted must be used against the most current rulebook applicable to validate the action.

## **1.2 PROBLEM STATEMENT AND OBJECTIVES OF THE STUDY**

The introduction identifies a lack of knowledge that still exists in local organising committees in South Africa, especially in the organising of track and field events at all levels. This problem needs to be addressed from school to international events being organised and held in South Africa. The inability of many local track and field organising committees to host a successful event has had a negative impact on firstly much needed sponsorships, secondly on athletes that participate in an environment not conducive to a milieu in which athletes can excel and achieve and thirdly, the overall success and status of track and field events in South Africa. Very few track and field event managers have the required knowledge to organise a successful event, especially when live television broadcasting is requested and the complexity of the event increases (Pienaar, 2011: Personal interview; Bosman, 2011: Personal interview).

The major problem that this study addresses is that written standards, structured procedures, or an organising framework which benchmarks the required standards of the IAAF and ASA in organising a national track and field event (e.g. a national schools track and field event) are currently vague and fragmented. The need was identified to develop a suitable organising framework with supporting documentation and compact disc (CD) to assist trainers and officials at all levels to gain the required knowledge for organising successful track and field events.

The problems identified above clearly refer to a lack of knowledge in the pre-planning phase, the application phase and the closing-down and debriefing phase of event management, namely

- A lack of knowledge of and the application of scientific event planning principles (*cf.* 2.2; Fourie, 2008:89-93);
- A lack of knowledge to interpret and apply the basic event planning key steps in the four sub-systems of event planning (*cf.* 2.2);

- How to use existing checklists without the ability to apply their content within the parameters of the IAAF and ASA rulebooks and standards (cf. Chapter 3 on CD and Chapter 4);
- Meet the criteria of the Safety at Sports and Recreational Events Act (Act, No 2 of 2010);
- Understanding what needs to be organised and why certain information needs to be made available (cf. Chapter 3 on CD and Chapter 4).

The above problem statement gives rise to the following research questions to be answered by this study:

**Principal research question:**

- What are the problems experienced in organising track and field events?

**Secondary research questions:**

- What are the perspectives that need to be applied to track and field event planning?
- Which organisational instruments, such as a range of checklists, tables and figures are necessary to direct and guide the planning and process of managing a track and field event?
- What should be included in a comprehensive operational manual to assist track and field event organisers?

**1.2.1 Objectives of the study**

The objectives of this study link with the research questions and are:

- To determine what problems are experienced in the organising of track and field events;
- To ascertain the perspectives that needs to be applied to track and field event planning;
- To portray the organisational instruments, such as checklists, tables and figures, that are necessary to direct and guide the planning and process of managing a track and field event; and

- To draft a comprehensive operational manual to assist track and field event organisers.

In order to address the problem statement and answer the research questions in a scientific and scholarly way, the researcher employed the following research design and methodology.

### **1.3 RESEARCH DESIGN AND METHODOLOGY**

This study does not offer a specific chapter on research methodology. The design and methodology employed in this study are discussed here in Chapter 1.

This study is conducted according to a qualitative design, supported by an interpretive approach. It is therefore essential to provide a definition of interpretive research and to draw a distinction between the related qualitative research designs. First, qualitative research can be interpretive or positive depending on the philosophical assumptions of the researcher. De Villiers (2005:12) states that the positivist approach advocates that knowledge is absolute and objective and that a single objective reality exists external to human beings. Positivism is equated with the scientific method, whereby knowledge is discovered by controlled empirical means. Research results should be reliable and consistent, free from perceptions and biases from the researcher and findings should be replicable by other researchers.

On the other hand, Sandberg (2005:43) asserts that advocates of the interpretive approach claim that it is not possible to produce an objective description of reality. Instead, their basic argument is that the descriptions of researchers are always coloured by their specific historical, cultural, ideological, gender-based, and linguistic understanding of reality. Thus, instead of assuming an objectivist epistemology for the existence of objective reality, advocates of the interpretive approach typically claim that reality is socially constructed by continuous negotiation between people about the very nature of that reality.

Thomas (2010:295-296) states that a qualitative approach is theoretically underpinned by the understanding of meaning as constantly constructed experience revealed through the lens of a particular interpretive framework. Thus, the researcher's own subjectivity is considered to inform interpretation of data and consequent findings, challenging the natural scientific claim to value-free objectivity as an imperative condition for causality. Rowlands (2005:83) stresses that a social process is not captured in hypothetical deductions, co-variances and degrees of freedom. Instead, understanding social processes involves getting inside the world of those generating it. To be able to get inside this world, the population and sample for this study are provided.

### **1.3.1 Population and sample**

Babbie (2007:190) defines population as a group of elements or cases - be it individuals, objects or events - that conform to specific criteria. White (2005:113) states that a population is the sum total of all the cases that meet the definition of the unit of analysis. For the purpose of this study, the population will be people in different categories of track and field event management.

According to Cohen, Manion and Morrison (2005:92), sampling refers to the method used to select a given number of participants from a population to participate in the study. To Salkind (2003:86) sampling means taking a portion of the available population and considering it to be a representation of the population, the process of systematically selecting participants to be included in a research project. The researcher identifies a set of participants, i.e. a sample, which is more manageable and cost effective to work with if weighed against the engagement of the entire pool of available cases in the research.

Corbetta (2003:210) explains that sampling is the procedure employed to pick out a specific set of units from the population, thus a limited number of cases chosen according to specific criteria. Welman and Kruger (2001:46) state that non-probability sampling is convenient and economic when the selected sample is small. When purposeful sampling is employed, information-rich data are obtained, because

only well-informed persons with knowledge of and insight into the problem are used to provide opinions.

Mills (2003:22) describes purposeful sampling as the selection of information-rich cases for an in-depth study which is helpful when one wants to gain insight into something peculiar to a particular group, thus doing away with the need to generalize the findings to all available cases. In purposeful sampling the researcher selects particular elements from the population that is representative or informative about the topic of interest. Purposeful sampling was used in this study as participants were selected at the researcher's discretion in an attempt to obtain information-rich responses from a relatively small sample.

The following needs to be clarified prior to the sample being discussed. The International Athletics Federation (IAAF) is the highest governing body of athletics in the world. In South Africa the body that governs the sport with affiliation to the IAAF, is Athletics South Africa (ASA). University Sport South Africa (USSA) is the governing body for student sport and administers track and field events through the USSA Athletics Association in South Africa. All track and field events need to be organised according to the most current rules and standards set by the IAAF to verify the validity of the achievements and adhere to the Safety at Sports and Recreational Events Act (Act, No 2 of 2010).

Qualitative samples are mostly relatively small and for the purpose of this study are compiled from people in different categories of track and field event management. Participants were purposefully sampled according to the international level of expertise the person had and/or the specific international position the person held in the specific area of knowledge required by the researcher. Qualitative stakeholder feedback was used to provide data for this study. For this purpose, specific purposeful questions were used during interviews conducted to gather specialised information from IAAF accredited members in specialised areas of track and field management. These members are/were track and field event administrators, technical officials, media members with international experience in multi-media reporting on track and field events; medical staff responsible for the range of medical

services required at track and field events, including doping; security services staff; ASA and IAAF officials; the Secretary General of the IAAF and Development Officer of the IAAF; the South African Institute for Drugfree Sport (SAIDS); the World Anti-Doping Association (WADA) and Mr Ivor Potgieter, former Director of Sport, University of Stellenbosch, "father" of the well organised pulsating, vibrant 1-hour athletics meetings in the seventies. Due to the variety and different number of experienced persons that were consulted for this study, the researcher could not attach a specific sample size.

### **1.3.2 Data gathering instruments**

Various data gathering instruments were used in this study to ensure methodological triangulation. Patton (2002:99) states that methodological triangulation involves the use of multiple qualitative methods to study the program. A qualitative researcher could use interviewing, observation, document analysis, or any other feasible method to assess the phenomenon under study.

#### **1.3.2.1 Interviews**

An interview is defined as a specialised form of communication between people for a specific purpose associated with some agreed subject matter. Important in the context of this study is key informant interviews where the researcher wanted to probe the views of a small number of elite individuals who had a particular experience or knowledge about the subject being discussed (Gray, 2004:191). E-mail and telephonic interviews are quite common as they enable researchers to include participants from virtually any geographic region; no one is required to travel for the interview. Bowker and Tuffin (2004:234) state that the ability to cast this broader net may be quite attractive to researchers. E-mail interviews cost considerably less to administer than telephonic or face-to-face interviews. Researchers can invite participation of large or geographically dispersed samples of people by sending them e-mail messages individually or through message boards, or discussion groups, rather than making long-distance telephone calls, using regular mail, or travelling to the location of participants. Madge and O'Conner (2004:147)

assert that the use of e-mail in research also decreases the cost of transcribing. Data from e-mail interviews are generated in electronic format and require little editing or formatting before they are processed for analysis.

Carr and Worth (2001:515) state that the increasing popularity of the telephonic interview as a research method may be a reflection of broader social change and technological advances, with increased use and acceptability of telecommunications to support the gathering of research data. The telephonic interview is used predominantly in smaller-scale qualitative studies, where contact has already been made with the participants (such as in this study).

Face-to-face interviews, on the other hand, allow the observation not only of verbal, but also nonverbal data (Hiller & DiLuzio, 2004:17). When in the same room, for instance, participant and interviewer have access to facial expressions, gestures, and other types of communication that may enrich the meaning of the spoken words (Carr & Worth, 2001:515). Relatedly, one assertion frequently made in support of in-person interviews is that because both researcher and participant are in the same space, and thus have access to more than just verbal data, they can build the rapport that may enable participants to freely disclose their experiences more effectively than might occur in phone interviews (Shuy, 2003:185). Interviews for this study include e-mail, phone and face-to-face interviews conducted over a number of years.

The strength of the interviewer-participant relationship is perhaps the single most important aspect of a qualitative research project. It is through this relationship that all data are collected and data validity is strengthened (Adler & Adler, 2002:523). In addition, the quality of this relationship likely affects participants' self-disclosure, including the depth of information they may share about their experience of a particular phenomenon (Burkard, Johnson, Madson, Pruitt, Contreras-Tadych, Kozlowski, 2006:293). Had the participants not felt at least some sense of safety with the interviewer, it is likely that they would not have been forthcoming in discussing these difficult events at all (Thomas & Pollio, 2002:67). As previous member of both the ASA Board and as vice-chairperson of USSA Athletics, the

researcher has a close relationship with most of the participants in this study. Interviews have taken place over a number of years and data were used to continuously be at the forefront of event management in South African athletics.

Interviews to gather data for this study were unstructured in nature. The choice to use unstructured interviews as a data collection method is directed by both the researcher's epistemology and the study's objectives. Zhang and Wildemuth (2009:2) state that researchers using unstructured interviews normally hold a constructivist point of view of social reality and correspondingly design studies within an interpretive research paradigm. They believe that to make sense of a participant's world, researchers must approach it through the participant's own perspective and in the participant's own terms (McCann & Clark, 2005:12). No hypothesis should be made beforehand and the purpose of inquiry is theory development rather than theory testing. In an ideal unstructured interview, the interviewer follows the interviewees' narration and generates questions spontaneously based on his or her reflections on that narration.

It is accepted, however, that the structure of the interview can be loosely guided by a list of questions, called an agenda (Briggs, 2000:138). An agenda is a broad guide to topic issues that might be covered in the interview, rather than the actual questions to be asked. It is open-ended and flexible. Unlike interview guides used in structured interviewing, an agenda does not determine the order of the conversation and is subject to revision based on the responses of the interviewees. Using an agenda in an unstructured interview encourages a certain degree of consistency across different interview sessions. Thus, a balance can be achieved between flexibility and consistency. Patton (2002:65) describes unstructured interviews as a natural extension of participant observation, because they so often occur as part of on-going participant observation fieldwork. He argues further that they rely entirely on the spontaneous generation of questions in the natural flow of an interaction. Participant observation as part of methodological triangulation is discussed next.



### **1.3.2.2 Participant observation**

Henning, Van Rensburg and Smit (2004:84-85) assert that participant observation has become associated with participation in the everyday life of the participants who exemplify the research topic. Participant observation is the process enabling researchers to learn about the activities of the people under study in the natural setting through observing and participating in those activities. It provides the context for development of sampling guidelines and interview guides or agendas (DeWalt & DeWalt, 2002:90). The aim with designing research using participant observation as a method is to develop a holistic understanding of the phenomena under study that is as objective and accurate as possible.

Participant observation also can be used as a way to increase the validity of the study, as observations may help the researcher have a better understanding of the context and phenomenon under study. Validity is stronger with the use of additional strategies used with observation, such as interviewing and document analysis (Kawulich, 2005:3). White (2005:162) states that considerable time is required for the participant-observer to develop an inside view of exactly what is happening in the setting under study. To develop a comprehensive view can take anything from a few months to years. The researcher has been involved in event management for 35 years. This ensures proper participant observation to be employed to the benefit of this study. Document analysis, as the last fragment of triangulation, is discussed next.

### **1.3.2.3 Document analysis**

Babbie (2007:113) posits that document analysis often is used in combination with other qualitative research methods as a means of triangulation (the combination of methodologies in the study of the same phenomenon). The qualitative researcher is expected to draw upon multiple (at least two) sources of evidence; that is, to seek convergence and corroboration through the use of different data sources and

methods. Bowen (2009:32) asserts that document analysis is a systematic procedure for reviewing or evaluating documents - both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008:6).

Documents that may be used for systematic evaluation as part of a study take a variety of forms. They include advertisements; agendas, attendance registers, and minutes of meetings; manuals; background papers; books and brochures; diaries and journals; event programs (i.e. printed outlines); letters and memoranda; maps and charts; newspapers (clippings/articles); press releases; application forms, and summaries; radio and television programme scripts; organisational or institutional reports; survey data; and various public records. These types of documents are found in libraries, newspaper archives, historical society offices, and organisational or institutional files (Bowen, 2009:33). The documents analysed for this study were the IAAF 2010-2011 Competition Rules, ASA rulebooks, various newspaper articles, media releases, radio and television programmes and discussions, applicable Government Acts and Bills, provincial athletics guidelines and documents, and city event documentation and guidelines.

### **1.3.3 Validity and reliability of the interpretive approach**

Sandberg (2005:42) states that there is confirmation of a theoretical shift from positivistic to interpretive approaches taking place in the social and management sciences. Validity and reliability are the criteria used for vindicating knowledge created within the positivistic tradition. Common forms of validity in positivistic research approaches, such as internal and external validity, are used to measure the extent to which theories and instruments resemble the objective reality. In the same way, a common criterion for establishing reliability within the positivistic research tradition is whether scientific results can be duplicated under identical conditions (Babbie, 2007:143).

The ontological and epistemological assumptions underlying the interpretive research approach are distinctive from those of the positivistic approach. Krauss (2005:758-759) states that the term epistemology comes from the Greek word *epistêmê*, their term for knowledge. In simple terms, epistemology is the philosophy of knowledge or how people come to know. Epistemology is intimately related to ontology and methodology; as ontology involves the philosophy of reality, epistemology addresses how people come to know that reality, while methodology identifies the particular practices used to attain knowledge of it.

Within interpretive approaches, the human world is never a world in itself; it is always an experienced world, that is, a world that is always related to a conscious subject. Thus, the ontological and epistemological assumptions underlying the interpretive research tradition reject the existence of an objective knowable reality beyond the human mind (De Villiers, 2005:13). Instead, they stipulate that knowledge is constituted through lived experience of reality. Therefore, it would be inconsistent to justify knowledge produced within this tradition using criteria based on an objectivist ontology and epistemology.

Qualitative analysis, according to Henning *et al.* (2004:102-103), requires more effort from the individual researcher than quantitative research, as the researcher needs to read and re-read as well as interpret the information supplied to him/her by the participants. From this information, the researcher needs to make comparisons using logic as well as judgment. Phillips (2000:56) supports this statement when stating that the information which the researcher collects from participants includes their present as well past experiences and presents a detailed representation of their social realities.

## **1.4 PURPOSE AND SIGNIFICANCE OF THE STUDY**

### **1.4.1 Purpose**

Event managers specialising in track and field events have either limited, or selective knowledge of organising track and field events. This is identified in the literature

review and confirmed through experience obtained by the researcher when attending track and field events in South Africa. Event managers do not understand the impact that a lack of knowledge has on the athletes and coaches as core participants in the events. This study intends to identify problems in organising track and field events and compile a comprehensive framework for organising events. The purpose of the study therefore comprises the following:

- Firstly, the identification of the different key steps in the planning phases of event management and making these applicable to the planning phases of a track and field event.
- The developing or refining checklists, figures and tables to be used during the planning, organising and debriefing stages of a track and field event. A compact disc (CD) was developed as a user-friendly support system. The checklists are categorised on the CD according to the level of the event to be organised.
- Lastly, the compilation of an organisational manual, that explains what needs to be organised, why it needs to be organised and how it should be organised. This manual refers to the checklists, tables and figures on the CD.

#### **1.4.2 Significance of the study**

The significance of this study is that a Compact Disc (CD) is designed to assist track and field event managers on all levels (from school to national level) to identify which checklist and supported documents need to be utilised for a specific event to be organised. This CD also links to the organisational manual that is written as part of this study to assist the organiser to know what to organise, why it needs to be organised and how it needs to be organised. This framework consists of the following:

- Planning phase;
- Checklists as a planning document and an operational document;
- Operational Manual which links to the checklists and the CD;

- A supportive CD to assist event managers to identify which checklists to utilise for a specific event that needs to be organised at:
  - o Primary and Secondary School level (schools team sport);
  - o Schools invitational meetings at local, national and international level;
  - o Inter school regional championships;
  - o SA Schools championships;
  - o Tertiary Level (USSA Championships);
  - o Provincial Championships;
  - o African Championships;
  - o National Championships;
  - o International Championships in South Africa and Africa.
  - o Southern African Events (educational institutions, junior and senior level);

The value of the research lies in the improvement it is envisaged to bring about in the standard of planning and organising South African track and field events. This study will help managers to host local events at international standards in a way that will accommodate athletes and coaches' needs in the preparation of the athletes for the ultimate track and field event, the Olympic Games. This will be achieved by providing detailed, relevant information to event managers of track and field events.

The organisational manual for track and field events can be adapted to serve as:

- A learning module in in the field of event management at universities offering programmes in Sport Management or Event Management;
- A learning module in Event Management for student teachers to equip these students to organise track and field events at schools when they enter the education profession;
- A framework to be used by sport event managers in educational institutions (schools and universities) and provincial and national sport federations to improve the quality of event planning and management in organising events at all levels in support of athletes and coaches.

Mr Banele Sindani, former Chief Executive Officer of ASA expressed full support of research of this nature during an interview in Bloemfontein on 11 September 2004 (Sindani, 2004: Personal interview). The current President of ASA supported the sentiment of Mr Sindani in a personal interview with the researcher at the 2011 USSA Athletics Championships in Stellenbosch on 28 April 2011 (Evans, 2011[a]: Personal interview). He confirmed that the study would address the profound need for a South African track and field event planning and management framework, and recommended that the information should be made available at a broader platform through interactive workshops in the respective provinces and for other national sport federations.

## **1.5 DEMARCATION OF THE STUDY**

The study has been limited to track and field events, and excludes the marathon and road race walking (both synonym to major track and field events). The reason for excluding them was that both are highly specialised events with their own pre-planning and management plan that justifies a study on its own. The level of competition reflected in this study is limited to educational institutions, for example schools and tertiary institutions, clubs, provincial, national and selective international competitions.

Events of the nature of the Olympic Games and World Championships are excluded as they cover a wider spectrum of event management principles and as a result have more detail to attend to.

The following more specialised areas, which are found mostly in international events (such as the World Championships and Olympic Games), are excluded from this study:

- Sponsorships
- Opening and closing ceremonies
- Transportation
- Accommodation

## 1.6 CLARIFICATION OF CONCEPTS

For the purpose of the study, certain concepts used are clarified here to ensure a clear mutual understanding:

Assizing	Calibrating, measuring and weighing of track and field equipment to meet the standards set by the IAAF and ASA in the IAAF 2010-2011 competition rulebook (IAAF Competition Rules, 2010-2011).
Associate member	Member affiliated according to the ASA Constitution as an associate member responsible for fostering athletics in a specialised area, for example tertiary students (IAAF Manual, 2002).
Checklist	A document used in the planning of a track and field event to cover all aspects of what needs to be organised within the paradigm of meeting the standards of the IAAF and ASA, the Rulebook and basic event management principles. This document is the working instrument of the local organising committee (LOC) member and serves as a quality control measure for the chairperson of the LOC.
Framework	In this study the framework refers to the planning and operational checklists that form the foundation on which a successful event is built.
Project management	A term which is used in various other industries too, for example the building industry. By nature, project management is focused on cost constraints and effectiveness, has a defined scope and specific time

schedule, and concludes with handing over the project (Project Management, 2005).

Protocol	Protocol refers to the rules and regulations to be followed at the event as well as the rules and regulations attached to very, very important people (VVIP) and very important people) VIP guests attending events.
Sport code	This depicts the different sports, for example netball, soccer, or track and field (athletics).
Track and Field	This refers to track events, for example 100meters, 200m hurdles and the 800meters, and field events are events like javelin throw, discus throw and long jump.
W-questions	The key steps in event planning have been developed into a 10 W-question strategy and therefore the W-question is not always grammatically correct and will be used in the W-context in the study.

## 1.7 CHAPTER LAYOUT

To address the problem and to design a comprehensive event planning and management framework the report is divided into the following chapters:

Chapter 1, *Introduction and background*, is devoted to the back-ground that led to the need of the study. The chapter further identified the problem and the objectives to answer the principal and secondary research questions. The research design and methodology described the way in which the population and sample were determined and data gathered. The different methods used to gather information is discussed to explain the way in which the validity and reliability were determined. The significance of the study is thoroughly discussed and the limitations of the study



are clearly identified. To ensure that all concepts used in the study are understood, a list of clarifications concluded this chapter.

Chapter 2, *Theoretical perspective on event planning and the application to track and field event planning*, is devoted to a theoretical perspective on event planning. The literature study of relevant scholarly and trade press articles is reported on. The chapter furthermore provides a detailed description of the application of event planning principles to track and field events within the South African context. This leads to a track and field event-planning framework.

In Chapter 3, (On CD), *Checklist, Tables and Figures for planning track and field events*, the track and field event-planning framework is validated by means of the opinions of track and field event specialists, and by measuring it against published IAAF and ASA standards. The feedback gained was used to enrich the track and field event planning framework and to develop checklists, tables and figures for use in organising track and field events.

Chapter 4, *A track and field manual for track and field events*, checklists, tables and figures (available on CD) was designed as tools to use, as described in Chapter 3, substantiated by an in depth discussion on the procedures to follow, answering why one needs to attend to it and how one needs to attend to it. Both bad practices and good practices served as proof to answer the question and to identify the effect it had or could have on the athlete. The Checklists, Tables and Figures in Chapter 3 cannot be used without applying and understanding the "What?" one is organising, referring to the type of meeting, the "How?" referring to understanding the purpose of each aspect that needs to be organised, and "Why?" referring to the purpose and what effect it will have on the athlete as discussed in Chapter 4.

In Chapter 5, *Summary of main findings and recommendations*, the research results are outlined and discussed, recommendations are made and conclusions that have been reached are given.

## 1.8 CONCLUSION

A well-planned track and field event, based on event planning and management principles, brings to mind Brett Krafft's remark that: *"Once you get to the actual event it's a pretty amazing process to watch. All of the hard work you've put into planning the event goes into action, when it's a success, it's beautiful"* (Krafft, 1998:46).

Against the backdrop of this introduction, this study was approached in the full belief that the problems in track and field event planning and management need to be addressed urgently. Case studies and real life incidents portrayed as data in this study, served as examples of good and bad practice within event management, emphasising the potential effects on athletes. The research methodology, namely a qualitative study using interviews and document analyses as data collection instruments, was found best suited for achieving the aim of the study, as the views and opinions of experts and informed participants, as well as existing documentation were the ideal sources for the information required. The remainder of this report deals with the way in which the objectives were achieved and the resultant framework for planning and managing track and field events in athletics.

# Chapter Two

---

## Perspectives on event planning applied to track and field event planning

### 2.1 INTRODUCTION

A lack of knowledge, planning experience, and an ability to translate IAAF standards into effective track and field events were established in Chapter 1 (*cf.* 1.1) as a serious weakness in the South African track and field event management framework. As far back as 2005, the then convener of the Elite Coaches Committee, Mr Kaai Preller, confirmed this unfortunate state of affairs at an ASA Board Meeting on 18 September 2005 in Bloemfontein where he stated that "*...the sequence of events at competitions, the standards of the competitions, the planning of competitions and the coaches' role in the planning of competitions lack in many provinces in South Africa. This has a major impact on the preparation of athletes at all levels*" (Preller, 2005[b]). Preller's statement supports the view of the IAAF that competitions serve as the lifeblood of athletics. The IAAF warns that poorly planned and executed national sport competition programmes and sport events will destruct a healthy national athletics culture (IAAF Manual, 2002:145). This statement is true for the planning and organising of events from grass roots to international level.

This state of affairs, namely a lack of knowledge in organising events is still unchanged in 2012 as these burning issues are still under discussion at the ASA Board and the USSA Athletics Executive meetings (Evans, 2011[b]: Personal interview; Botha, 2011: Personal interview). In a survey done by ASA and the researcher (Pillay & Fourie, 2011) amongst the athletes at the 2011 USSA Athletics Championships in Stellenbosch, the following two concerns dominated: A perceived lack of knowledge on the side of track and field event organisers, team managers

and sport administrators, and a lack of high profile track and field events. Currently the USSA Athletics executive in collaboration with Advent Sport Entertainment and Media (ASEM) is looking into a Varsity Athletics Series that could address the burning issue of more applicable high-level competitions (Pienaar, 2012: Personal interview). This emphasises a burning need to train track and field event managers at tertiary institutions to organise vibrant live televised events that will showcase pulsating top achievements.

The aim of this study, as indicated in Chapter 1 (*cf.* 1.2) was to provide a comprehensive track and field event management framework, including an organisational manual based on IAAF standards. This chapter aims to highlight a theoretical framework applicable to track and field event management. The *sine qua non* or final outcome, therefore, is that South African track and field events will only receive international recognition if planned and executed according to IAAF standards, and basic event planning principles are applied.

Brett Krafft's remark (*cf.* 1.7) leads to two questions: "What is an event?" and "What?" needs to be in place to ensure that a beautiful, amazing process emerges. Literature (Tassiopoulos, 2011:9-12; Müller & Moesch, 2011:38-39; Fourie, 2009:15-16; Thomas & Adams, 2006:99; Jago & Shaw, 1998:29; Getz, 1997:4-11) emphasises that formulating an all-embracing definition of events is unlikely. Events incorporate a vast array of types, levels of complexity and perspectives when viewed from the international, national, or regional level. Other sub-factors that influence an event and add to the complexity are the duration, setting, management challenges, planning and the management level of people involved (Fourie, 2009:15; Ammon, Southall & Blair, 2005:10).

Another factor that intensifies the complexity of an event is live broadcast events (radio and television), specifically track and field events. Time management then becomes a critical factor on how the activity in the competition area is managed. This was demonstrated during the one-hour athletics meetings held at Coetzenburg, Stellenbosch during the latter part of 1960 and early seventies. The researcher had the privilege to participate at these events and throughout the period 1975-2003

discussed the success factors that drove these events with Mr Ivor Potgieter, whose brain child these successful events were (Potgieter, 1975-2003: Personal interviews). These were not televised events but live broadcast radio events. Not only did the live broadcasting add a new challenge to managing these events, but also the fact that these events lasted only an hour – an hour of pulsating high level performances, with the emphasis on the one hour.

Reality is that the complexity of events and the manner, in which they are planned and managed, vary substantially. This complexity probably accounts for the fact that a single encompassing definition of event management could not be found in literature (Tassiopoulos, 2011:9-12; Müller & Moesch, 2011:38-39; Fourie, 2009:16; Thomas & Adams, 2006:102; Silvers, 2003:8). A holistic description or a concise definition of a track and field event management would be of value in examining its purpose, nature and planning.

The saying goes "*Many people do not plan to fail; they fail to plan*"(Anonymous - in Horine & Stotlar, 2004:16), therefore, this review will rather focus on functional, more practical aspects with the emphasis on the planning function of event management. The approach would assist in applying the identified key steps that are imperative in organising and presenting a successful track and field event.

## **2.2 KEY STEPS BASED ON THE FOUR SUB-SYSTEMS IN PLANNING AND ORGANISING SUCCESSFUL TRACK AND FIELD EVENTS**

Elbert Hubbard believed that "*The best preparation for good work tomorrow is to do good work today*" (Watt, 1998:8). John Maxwell and Stephen Covey, world authorities and experts in leadership and personal effectiveness, expressed similar sentiments on the significance of planning (Maxwell, 2011:14; Covey, 1999:36). Principles guide consequences; therefore, applying sound planning principles is the fundamental key that assists event managers to stay focused on the important aspects of an event. The more complex the event becomes, the more applicable the sentiments of Maxwell and Covey become (Fourie, 2009:17-18; Jackson, 2006:19).

Research on the complexity of track and field events by Getz (1997), Jago and Shaw (1998), Spilling (1998), Shone and Parry (2001) and Tassiopoulos (2011), differentiates between major events, hallmark events and general sport events. These different types of events are differentiated in terms of competition schedule, frequency, duration, round status, attraction, market, tradition and symbolism, participants, economic impact and event planning competence that clearly define the characteristics and the complexity of these different types of events (Tassiopoulos, 2011:11-33; Fourie, 2008:52-60; Thomas & Adams, 2006:99).

The planning of general lower-level sport events may not seem as complex when compared to major or hallmark track and field events, but is subject to similar standards to which event planners should adhere. It is clear that the characteristics of general sports events are not as complex as those of major and/or hall mark events; moreover, the standards set for athletes at these general sport events are not inferior to those required to achieve world or national records (Fourie, 2009:17). John van Reenen's attempt of 64.46 meters (World and National record) on 14 March 1975 during a regular Stellenbosch University Championship and Frantz Kruger's national record attempt of 69.75 meters in the discus throw at an ordinary throwers' event held at the Free State Stadium on 15 September 2000, serve as examples (Botha, 2000:14), and a further example, namely the South African record that Elizna Naude set at the Free State Championships (Botha, 2005:19) substantiates the comment above.

This then clearly determines the significance of organisational skills required to execute an event successfully. It implies that event managers should exhibit a high level of skills in order to meet the standards of specific events (Capriello & Rotherham, 2011:246). Shone and Parry (2001:100) and Watt (1998:4) confirm the sentiment that although events are non-routine by their nature, the skills used to manage events are specific and not routine by nature.

Numerous reviews were found on the topic of event management and planning, however, the research by Shone and Parry (2001), Goldblatt (2002), Watt (2003),

Ammon, *et al.* (2005) and Fried (2010) was regarded considerably valuable, as they provide an application of the theory of event management and planning applicable to the field of sports. Due to the strategic planning that is future orientated, focusing on setting goals (outcomes) and objectives, and applying different means to reach the outcomes a solid foundation needs to be laid (Saayman, 2012:182). Given the complexity and interrelatedness of all the elements contained in an integrated event management plan, a systems approach, supported by Peter Senge (Senge,1994:90) was preferred to review the principles driving the planning and subsequent execution of an event (Fourie, 2009:18).

Following Senge's approach, event planning is a system consisting of four sub-systems, which need to be positioned in the planning phase before hosting the proposed event, namely (1) conducting an environmental analysis; (2) considering the intricacy of branding; (3) designing the event concept, logistics and coordination of technical aspects; and (4) event close-down and debriefing (Senge,1994:90). The four sub-systems form the foundation on which Watt's key steps (2003:4) are based for a well detail-orientated plan, which a successful event is then built on. It thus is deduced that event planning remains the cornerstone of a successful event, irrespective of size, standards, or level of participation (Fourie, 2010:37; Thomas & Adams, 2006:102).

Watt (2003:4) posits that organising an event is similar to baking a cake. It will be rich and enjoyable if the ingredients are well chosen. Subsequently, the "cake", or for that matter, Shone and Parry's conceptual framework (Shone & Parry, 2001:22), was translated by Watt into 14 event-planning key steps and further enriched and applied by the researcher to form the 15 event-planning key steps in the quest to consistently produce effective events, namely

Key Step 1: Ask the initial event questions (*cf.* sub-system 1).

Key Step 2: Clarify and establish the event aims and objectives (*cf.* sub-system 1 & 3).

Key Step 3: Carry out a feasibility study to evaluate the results, produce a written report, and outline briefly where necessary (*cf.* sub-system 1).

Key Step 4: Establish planning and implementation methodologies and draw up a time schedule (*cf.* sub-system 1 & 3).

Key Step 5: Secure finance and any required approvals (*cf.* sub-system 3).

Key Step 6: Launch the event into the public area (*cf.* sub-system 3).

Key Step 7: Establish operating structures and recruit key personnel (*cf.* sub-system 2 & 3).

Key Step 8: Carry out all necessary preplanning and establish appropriate control systems (*cf.* sub-system 3).

Key Step 9: Achieve pre-event preparation through a trained, efficient workforce and a good communication system (*cf.* sub-system 3).

Key Step 10: Publicise the event (*cf.* sub-system 3).

Key Step 11: Complete a comprehensive and last-minute double-check on all arrangements (*cf.* sub-system 3).

Key Step 12: Carry out the event as per plan and contingency strategy (*cf.* sub-system 3).

Key Step 13: Review and evaluate the event after completion and finalise accounts (*cf.* sub-system 4).

Key Step 14: Prepare a detailed report for appropriate personnel and future use (*cf.* sub-system 4).

Key Step 15: Consider the intricacy of the branding (*cf.* sub-system 2).

These 15 steps form the foundation on which to build a successful event. The steps flow from the four (4) sub-systems to stabilise the foundation on which to build the event. To assist the event organisers, checklists were developed (on CD) (see Chapter 3) to give structure to the key steps. To enable the track and field event manager and the local organising committee (LOC) to translate the overall vision into objectives, the LOC needs to find answers to the initial event questions as formulated into 10 W-questions, namely What?, Why?, When?, Where?, Who for?, Who watches?, What will it cost?, Who Pays?, Who by?, Who Leads?

To find answers to these W questions, the four sub-systems with their applicable key steps are discussed clearly indicating which key step(s) function under which sub system.



### **2.2.1 Conducting an environmental analysis (cf. sub-system1; Key Steps 1, 2, 3, 4)**

In the research done different approaches were identified and discussed in support of sound event planning during the environmental analysis. Goldblatt (2002) follows a more formal and well-researched approach, while the approach of Shone and Parry (2001) is more operational. Thomas and Adams (2006) refer to Armstrong and Goldblatt that propose stages and phases of organising events, and Silvers (2003) focuses on a domain structure that represents a starting point for discussion of the event management body of knowledge. Finally the researcher found the enrichment of the approach by Shone and Parry as proposed by Watt (2003) - based on the researcher's experience in organising events over a period of 35+ years - the more appropriate model to adapt to organise track and field events. To obtain answers to the 10 W-questions referred to above, answers need to be found and discussed thoroughly and in detail. Only then the objectives and goals set could be understood and measured to meet the criteria set by the IAAF and ASA to ensure a successful event.

#### **2.2.1.1 Key step 1: Asking the initial event questions (cf. sub system 1)**

University Sport South Africa (USSA), through the 2010 USSA Athletics Championship that was held in Potchefstroom, experienced the value it had to answer the questions and to benchmark the answers to the W-questions in a SWOT (strengths, weaknesses, opportunities and threats) analysis against the purpose, aims, and objectives of the event (Fourie, 2011[b] and Pickton & Wright, 1998:101-109).

#### **Question 1: "What?" (cf. Table 4.2 on CD)**

The "What?" question the LOC had to answer relate to what to organise. The answer was straight forward: The 2010 USSA Athletics Championships. Within this "What?" more questions and answers came to the fore? Being a National Championship,

several records could be broken, for example, National and USSA records. Athletes could qualify for several international events, for example the IAAF Diamond League and several African Championships. This led to the question answering the "Why?"

### **Question 2: "Why?"**

To answer the question: Why this event? the LOC took cognisance of the characteristics of the event, being a National Student Championship. The LOC realised that this championship served as a stepping stone for student athletes to participate at ASA meetings and to qualify for international events. The universities participated in a team competition and students' achievements counted towards bursaries at their respective universities. Their position in the team competition was used as a marketing tool at their universities. These two questions (What? and Why?) already led to a realisation of the complexity and the quality of the event. The LOC also realised that this event was part of the top athlete's preparation for even higher ranked events, namely the World Student Games and the Olympic Games. No errors could be allowed in the planning or hosting of this event, and the effective and efficient implementation of the plans.

### **Question 3: "Where?" (cf. Table 4.4 on CD).**

The LOC had no choice regarding the Where? question as the event was given to the North-West University in Potchefstroom to organise. There is only one synthetic track in Potchefstroom. The LOC, however, had to identify and determine the standard of the equipment in the stadium, and also determine whether and what equipment they needed to hire or bring over from the training facility of the University. The "Where"? does not only focus on the stadium, but also takes into account the equipment, capacity, personnel (e.g. the skills and experience of staff and volunteers), support services and safety at the "Where"? (Fourie, 2011[b]; Watt, 2003:23-24).

#### **Question 4: "When?" (cf. Table 4.3 on CD).**

The "When?" question refers to the date and time of the event. The LOC had no choice in this either as the USSA Executive determined the date in accordance with the dates available on the ASA fixture list. The answer to the "When?" question regarding the above-mentioned championship seemed to be a threat to the LOC at first, as the number of spectators is important for a successful event. After debating it in the SWOT analysis, it changed from a threat to an opportunity as the decision was taken to market the event under the student and school communities, as the date was during the academic term of the schools and university in Potchefstroom. When a date is not decided on according to the ASA fixtures, the LOC needs to ask more questions, for example, which events are listed on the ASA fixtures, what other sporting codes (e.g. rugby, cricket or soccer) have major events scheduled for the proposed date in the same city. These sporting codes could have a negative impact on spectator numbers at the planned event (Fourie, 2011[b]).

A SWOT analysis, especially when applied through focus groups, secures critical analysis of environmental factors and decision-making (Fried, 2010:70 and Pickton & Wright, 1998:101-109). The SWOT analysis assists an LOC in identifying risks that could have a significant impact on the planning process, the establishment of the organising committee and ultimately, the success of the event. Ammon *et al.* (2005:13) recommend that event managers perform a SWOT analysis to move beyond the organisation's strengths and weaknesses to identify opportunities and threats within the surrounding social, cultural, economic, and political environment too. The number of participants has an impact on the environmental analysis as the participants have a direct bearing on the number and kind of spectators that will attend the event, and that, in turn, impacts on the "Where?" in terms of the capacity of the stadium. A key aspect to take into consideration when planning a track and field event is to know "Who will participate?" as identified in the continuum of phases (four) of development of athletes by the IAAF and ASA (Fourie, 2008:68-70; IAAF Manual, 2002:131).

**Question 5: "Who will participate?" or "Who for"? (cf. Table 4.5 on CD).**

"Who will participate?" is determined in terms of the development phases of athletes. The first phase refers to by the IAAF is the Foundation phase where play rather than competition is emphasised. ASA has put ages to these phases, namely 8–11 years for phase one (Foundation phase). During phase two, from age 12–13, participation includes both training and emphasis on competition on a regular basis, without an emphasis on results and achievements. Phase three now turns to performance (14–17 years). Athletes are more focused and spend more time on training in order to improve their performance and compete at a high level. The fourth phase covers the ages 18–23 and is referred to as the Excellence phase. In this phase athletes reach the highest standards of performance and have committed themselves to the best performance possible at national and international competition level (Fourie, 2009:71-73; Preller, 2005[b]; IAAF Manual, 2002:131).

Each of these phases of development of athletes, as seen by the IAAF and ASA, has clearly identified outcomes around which a track and field event must be planned and organised (Fourie, 2008:68-70; IAAF Manual, 2002:131). For example, a school event will attract brothers and sisters of all ages, mothers and fathers, and grandparents – factors that need to be considered when parking, refreshment stalls and other facilities are planned. The top athletes of phase four, including world record holders of the likes of Usain Bolt, and national record holders like Sunette Viljoen will attract a vast array of spectators – this needs to be taken cognisance of when the number of spectators and ticket sales, and the capacity of the stadium are considered. This leads to the W-question "Who watches?"

**Question 6: " Who watches?" (cf. Table 4.6 on CD).**

"Who watches?" is directly linked to "Who will participate?" referring to the continuum of development phases of athletes at the event, and the "What?" linked to the kind of event, for example, National Championships and Trials. "Who watches?" also has an impact on the traffic, parking, food stalls, and number of seats in the stadium.

This adds to the complexity of the event and needs to be identified to form part of the content of the checklist of items to consider in planning and organising the event.

Taking into account the complexity, the characteristics of the event and the answers to the W-questions, event aims and objectives are established. This will also determine the level of the event and have implications regarding the aspects covered in the Safety at Sport and Recreational Events Act, No 2 of 2010 (Act, No 2 of 2010) and the Risk Score for Events (Holtzhausen, 2012[b]) that need to be applied in the planning process.

#### **2.2.1.2 Key step 2: Establish event objectives**

Both Shone and Parry (2001:100) and Watt (2003:186) support the event management framework that the researcher adapted to track and field events. In this adaptation of the researcher, the LOC needs to identify and formulate the event objectives, once the series of W-questions have been answered. In the pre-planning phase, all the members of the LOC should be involved and be allocated areas of responsibility to benchmark the objectives against the IAAF and ASA standards. Knowing what needs to be done, and the objectives and outcomes which need to be reached, the LOC can commit itself to the application thereof. The chairperson has to apply quality control and keep all members focused on the overall purpose of the event (Fourie, 2009:83; Weiss, 1992: Personal interview). The SMART (Specific, Measurable, Achievable, Realistic and Timely) principles will guide such a process. (Golf Event, 2005:11; Ammon, *et al.* 2005:14-15; Thomas & Adams, 2006:102-104; Silvers, 2004:34-35; Lussier & Kimball, 2004:382).

Each member of the LOC needs to define his/her objectives for the section which he/she has taken responsibility and accountability for. At a report-back meeting, these objectives should be assessed against the objectives identified by the 10 W-questions. When this has been done, the LOC should benchmark their objectives against the five Ps, namely Proper Planning Promotes Perfect Performance (Watt, 2003:4). Each report-back meeting must be benchmarked against the 5 Ps and the findings of the SWOT analysis.

### **2.2.1.3 Key step 3: Carry out a feasibility study to evaluate the results, produce a written report, and outline briefly where necessary regarding the event**

The third key step in the event planning framework looks at the feasibility of the event. Clear answers to the W-questions (*cf.* Key Step 1) and a thorough SWOT analysis will clearly identify the feasibility of the event regarding not only the financial aspect (*cf.* Key Step 5), but the overall feasibility of the event, benchmarked against the purpose of the event. The more detailed and specific the research done prior to the event, the more likely it is that the LOC will produce an event that matches the planned outcomes and reduce the risks in the event (Fourie, 2012[e]:81-83). A more formal approach is proposed that refers to questions that need to be asked as part of the research done prior to the hosting of a meeting. (Waters, 2007:17; Arbeit, 2004: Personal interview; IAAF Manual, 2002:4–5; Getz, 1997:77; Weiss, 1992: Personal interview):

- Does the proposed meeting match the purpose of the promoting organisation and/or the needs of the athletes? (*cf.* W-question 1: What? & W-question 5: Who for?).
- Are the personnel members for organising and staging the meeting available in sufficient numbers, and do they have the required skills and expertise for the level of event to be organised? (*cf.* W-question 7: Who by? & W- question 8: Who will lead?).
- Are the technical officials available, qualified and on standard? (*cf.* W-question 7: By whom?).
- Who is expected to compete in the meeting and how will they be attracted to enter? (*cf.* W-question 5: Who for?).
- When will the meeting be held? (*cf.* W-question 4: When?).
- Are a suitable venue and adequate facilities and equipment available for the meeting? (*cf.* W-question 3: Where?).
- Do the facilities and equipment meet the IAAF criteria for the level of the event? (*cf.* W-question 3: Where?).
- Which events will the programme include? (*cf.* W-question 1: What?).

- What are the cost implications? (*cf.* W-question 9: What will it cost? & W-question 10: Who will pay?).
- What are the income opportunities? (*cf.* W-question 9: What will it cost? & W-question 10: Who will pay?).
- What support services (accommodation, transport, catering, security, etc.)
- What will be required and what is available? (*cf.* W-question 3: Where? & W-question 5: Who for?).
- Is there a record of accomplishment of successful events? (*cf.* W-question 3: Where? & W-question 7: Who by?).
- What is the nature of the population (in respect of cosmopolitanism, wealth, interests, culture, and receptiveness to new ideas)? (*cf.* W-question 3: Where? & W-question 5: Who for?).
- How available are volunteers, leaders, sponsors, and supporters? (*cf.* W-question 3: Where?).
- What is the capacity of the stadium in comparison with the number of spectators expected? (*cf.* W-question 3: Where?).

As mentioned, the above questions form part of the basic research that should be done before any event is organised and many answers will derive from asking the W-questions as indicated. Basic research forms the foundation of a successful event and needs to be linked to the strategy built on the 4 sub-systems, answers to the W-questions and the SWOT analysis outcomes. Where deficiencies are identified, they must be weighed against the purpose, and appropriate remedies should be estimated. Risks must be identified, made known to everybody, and weighed against the purpose (Waters, 2007:17; Arbeit, 2004: Personal interview; IAAF Manual, 2002:4–5; Getz, 1997:77; Weiss, 1992: Personal interview).

For major events where a sponsor and substantial budgets are at stake, and high profile athletes are involved, a more formal feasibility study, as suggested by Goldblatt (2002:131), should be done with a written report drafted on the outcomes. Although smaller events might seem to have less value, a written report on the research done for such events is essential, as it could add value to newcomers on

the LOC and for future reference. Sometimes, lower level events, although important in the build-up to the major events, will not generate funds to make the event financially viable. Weighed against the value of the event in the preparation of the athletes for the International arena, it is worth hosting these events. Event organisers need to assess the answers derived from questions asked about the purpose of the event and the value it will have for the coaches and athletes (Fourie, 2009:81-83; Weiss, 1992: Personal interview). Key Step 4 follows where the planning and implementation of methodologies and time schedules, or checklists, are drawn up.

#### **2.2.1.4 Key step 4: Establish planning and implementation methodologies and draw up a time schedule**

The working tool for implementation of the plan and monitoring the plan is a thorough, well-thought through and planned checklist. Without a detailed checklist built on the aims and objectives of the event and the criteria of the IAAF and ASA, a successful event cannot be organised. The checklist will assist the event manager in activating the process to stage the event. Using a checklist assists LOC members to identify with their responsibility, to fit the responsibility into the overall vision and to stay focused on the purpose of the event. Each LOC member needs to use the checklist to benchmark their responsibilities against the Safety at Sports and Recreational Events Act (Act, No 2 of 2010). It is, however, important that at this specific planning stage the answers to the 10 W-questions will be the guide to ascertain on which level this event will be pitched. This level will then again determine which aspects of the above-mentioned Act will be applicable.

The event manager ("Who will lead?") will then be able to identify control points and set goals for the LOC to stay motivated during the process of staging a successful event. In Chapter 3, checklists that have been compiled will be discussed, and a map will be drawn to assist the event manager in the process to lead the operation. The 2011 USSA Athletics Championships clearly identified a LOC that ignored to use checklists and a manager ("Who will lead?") that failed to identify control points and set milestones according to a set time frame. This became clear when the



researcher, in her capacity as vice-chairperson of USSA Athletics, determined that the registration documentation was not prepared and some registration documents, e.g. the event programme and accreditation cards were not available on time, registration documents had not been photocopied to add to the managers' envelopes and safety pins for the athletes' race numbers were inadequate.

The second sub-system refers to the branding of the event. The term 'brand', commonly refers to a company's name, a product name or a unique identifier such as a logo trade mark, for example, Nike or Adidas (Kotler, Shields & Rein, 2006:30; Van Dyk & Herholdt, 2004:23). Branding can, however, have an all new interpretation when linked to the planning process in track and field events.

### **2.2.2. Considering the intricacy of branding (cf. sub-system 2; Key Steps 7 & 15).**

Branding is usually linked to a company's public identity which could refer to the company name, a product name or a unique identifier for example a logo or trademark like Coke. Another angle to the intricacy of branding lies within the event itself and in the people, or as the banking environment refers to it, employment brand, referring to the quality and skills of the people employed (Van Dyk & Herholdt, 2004:23). This directly links to the establishment of the local organising committee (LOC) (cf. 2.2.3.5; W-questions 7) and the skills available amongst the LOC members. Where skills are lacking, people should be co-opted to serve in those areas where the skills are absent.

Although some track and field events in South Africa are attached to a product branding (Yellow Pages Series), the actual brand of track and field events is located within the track and field event itself as the product for sale. If the quality of the track and field event is not of a high standard, the attached sponsor's name will not necessarily save the event. The quality of the event enables the athletes to achieve the goals they have set and then the achievements become the brand, because of the quality of the event. Athletes will be attracted to the quality brand and

spectators will flock to the event, because of the achievements of the athletes (Fourie, 2012[e]:31-34; Potgieter, 1975-2003: Personal interviews).

In the early 1970s, the one-hour athletics meetings at Coetzenburg, Stellenbosch carried a quality label, namely excellent performances and achievement, including national records and world-class times. This resulted in a capacity crowd attending the events and well-trained, skilled team (LOC) applying event management principles behind the staging of the event (Van der Merwe, 1984:32-33). The envisaged Varsity Athletics 2013 is aiming to present a Varsity Series that meets the above criteria where the brand lies within the quality of the event. The brand lies within the achievements of the athletes due to the environment given to them through the level of the organisation of the events (Pienaar, 2011: Personal interview; Bosman, 2011: Personal interview). Regardless of the level of the event, a track and field event is complex and highly technical. Therefore, track and field events require a distinctive planning process, with clearly identified and defined objectives to drive the operational activities within the parameters of ASA and IAAF standards.

The first steps in organising a successful event, as emphasised by Waters (2007:17), is to consider your audience, which are the athletes in track and field, referred to in the "Who for?" question and to decide how important they are to the organisers. In a track and field event the athlete forms the core client - without athletes there will be no event. The value of the answers to the 10 W-questions and a thorough SWOT analysis enables the leader of the LOC to allocate tasks to qualified people as listed under the different topics in the checklists (*cf.* Checklists on CD & 2.2.1.4). The SWOT analysis identifies firstly possible shortcomings in the committee, secondly what is expected in each category that needs to be organised and lastly whom to co-opt in the areas where skills lack. More detail on establishing the LOC and the leader will be discussed underneath (*cf.* Key Step 7). The next subsection, deals with the designing of the concept, the logistics attached and the coordination of all technical aspects.

### **2.2.3 Designing the concept, logistics and coordination of technical aspects (cf. sub-system 3; Steps 2, 4, 5, 6, 7, 8, 9, 10, 11, 12)**

The design of the concept and the coordination of the various aspects are of utmost importance and require clear planning, as these form the foundation on which the operations of the endeavour will be built.

#### **2.2.3.1 Key Step 2: Clarify and establish the event aims and objectives (cf. 2.2.1.2)**

Event design results from integrating branding principles with a well-formulated event philosophy. Branding principles involve the drivers of quality product identity, while an event philosophy refers to a way of thinking about how to execute the event successfully. Integrating these aspects leads to a clear planning process, which in turn results in a set of objectives. These objectives then direct the operational activities in such a way that technical event standards can be achieved (Fourie, 2008:34; Jackson, 2006:19).

#### **2.2.3.2 Key Step 4: Establish planning and implementation methodologies and draw up time schedules (cf. 2.2.1.4)**

It is clear from literature (Fourie,2011[b]; Waters, 2007:17; Goldblatt, 2002:31, Watt, 2003:186; Shone & Parry, 2001:102-103) what the value of planning is and the role it plays in creating a well-constructed foundation in the quest to arrange well-organised and successful events. The IAAF Manual (2002:3-4) sets out an urgent warning that the planning of an event must not be done before the implications of the competition are not fully understood and before all W-questions have not been answered. The implications in terms of the Safety at Sports and Recreational Events Act (Act, No 2 of 2010) must also be thoroughly considered.

The pre-planning therefore is a critical phase in the total framework of organising a successful track and field event. If the pre-planning is not done thoroughly the

application phase cannot be applied or successfully implemented (Saayman, 2012:183-190; Fourie, 2011[b]).

The nature of a track and field event is so vibrant that no organiser of such an event can organise a meeting without taking into account that even an ordinary league series or meeting needs a SWOT analysis based on the answers generated from the W-questions (*cf.* 2.2.1.1). Often organisers think that a one-hour event requires the same skills as a two day championship and that live television coverage has no effect on the planning process and application. The following example reiterates the importance of a thorough planning process:

During the 5th SA Games held in Polokwane from 2–7 October 2011, similar conditions were reported as in the 2007 SASSU Athletics Championships (*cf.* Table 4.12 on CD) where the LOC did not clearly identify what they had to organise and the event-planning principles were not executed. No monitoring according to a scheduled written report was available to monitor where it went wrong (Strydom, 2011: Personal interview). The impact that these mistakes (late start of events, late availability of lane draws to prepare for the next event) had on the athletes' performances was not understood and had a negative influence on the athletes' performance. Such planning blunders show the lack of knowledge among members of the LOC. This indicates that the next key step, which deals with the securing of finances and other required approvals, cannot be done unless the planning process and all the principles were not executed thoroughly.

#### **2.2.3.3 Key Step 5: Secure finance and any required approvals (*cf.* W-questions 1, 2, 3 and 4)**

"No mon no fun"

Funding depends on the nature and extent of the event. The larger the sponsorship, the more complex it becomes as the sponsor will have more needs to satisfy. Therefore, answers to the W-questions 9 and 10, "What will it cost?" and "Who pays?" become more crucial. The sponsor will lay down the criteria and may also

have an effect on the time schedule to sign off certain documentation, for example the programme, before it could go the printers (Matthews, 2011: Personal interview).

It is imperative to clarify for whose account each item is. The sponsor often stands in for the VIP entertainment and the cover page of the programme and ASA for the content of the programme (Matthews, 2011: Personal interview; Botha, 2007: Personal interview; Coetzer, 2006: Personal interview).

A different viewpoint to "Who pays?" refers to the budget and what amount of the money is available for each category and component that need to be covered in the event. The different items should be prioritised, and the LOC must see to it that the core components of the event are attended to. *'Nice-to-haves'* should be cut if the budget cannot meet the demands. The criteria should be directly related to the competition and support the competition, for example, medical services should be one of the core items on the budget. It is essential to address the needs in the competition area first and effectively, as the environment needs to be conducive to ensure top achievements by athletes. The financial focus, therefore, should be on the competition area and the needs of the athletes (Matthews, 2011: Personal interview; Botha, 2010: Personal interview; Holtzhausen, 2010: Personal interview).

Funding of events is often difficult, especially with larger events where more funding is required to meet the set standards. It is essential, before embarking on any event, to prepare a detailed financial plan (Botha, 2007: Personal interview). Costs must be calculated accurately and precise methods must be identified as to how these costs will be covered. This applies to small events, like school meetings at provincial level, up to national or international events. Once the budget has been approved, it needs to be monitored by the treasurer, from the preparation phase through the actual event and until the last account is settled and debriefing is done (Coetzer, 2007: Personal interview; Botha, 2007: Personal interview). Only when the budget has been finalised can the committee establish how marketing budgeted for can be executed.

#### **2.2.3.4 Key Step 6 & Key Step 10: Launch the event into the public area and publicise the event**

Media attention and media provision will vary substantially depending on the complexity and characteristics of the event and the level of participation at the event (i.e. a school meeting or the SA Senior Track and Field Championships) (IAAF Practical Guide, 2007:131; Watt, 1998:3). The higher the level of participation, the more attracted the media will be and the more complex the organisation and marketing of the event become. Live radio and television coverage will add to the depth of complexity the LOC has to deal with. It is worth obtaining specialists in marketing when in need of a well-structured marketing strategy (Crowther, 2011:68; Carmouche, Nimish & Anthonisz, 2011:251-265).

The success of the event is not only based on the achievements of athletes, but also on the quality of planning, the competitive edge and the management processes of the event. This has a major impact on the publicity the event will receive (Carmouche, *et al.* 2011:251). Publicity for the event can be divided into three phases, namely before, during and after the event, each with its own complexity and characteristics linked to the kind of event staged. The level of the event and the level of the participants as established during the 10 W-questions session will guide the LOC as to what will be required regarding communication and the marketing of the event (Carmouche, *et al.* 2011:252-271).

During live television and radio broadcasting of an event, time management becomes a decisive factor in the organisational aspects of the event (Jonckheere, 2006: Personal interview; Le Roux, 2006[c]: Personal interview; Musandiwa, 2006: Electronic interview; Russouw, 2006: Personal interview; Van den Berg, 2006: Personal interview; Van der Walt, 2007: Electronic interview). Ian Laxton, radio and television commentator's answer to a question during an interview the researcher had with him on time management at events, was that "speed is everything" (Laxton, 2006[b]: Personal interview). Stress and tension build up when organisers do not attend to the media's needs, and when results are not made available instantly. The researcher experienced this first-hand during the period 1995-2012 at several major

events while attending track and field events as a press reporter, radio commentator, and television representative, working under severe pressure to package the television broadcast for a specific time, or even when live on air or working against time to meet the specific deadlines of the newspapers.

During the 8th IAAF World Cup Athletics Meeting, held in Johannesburg in 1998, the researcher experienced first-hand the stress levels created by a delay in an athletics event. The radio station interrupted the Currie Cup rugby match they were broadcasting to cover the 4 x 100m relay for men where a national record was expected. The subsequent delay in the start of the relay made the coverage of the event more stressful, due to the fact that the organisers did not think about the effect the delay had on the interrupted rugby broadcast. No explanation for the delay was given to commentators and the researcher had to keep talking on air until the athletes eventually went down in the starting blocks. The researcher could not go back to the studio, as they would not have interrupted the rugby again. Time and being on time according to the programme is the key word when presenting a track and field event. During the 2007 SA Senior Athletics Championships held in Durban, Johann Russouw, *Radio Sonder Grense* (RSG) sport commentator, while live on air, expressed his frustration at not being able to provide the listeners with the official results of the events completed, as results took more than ten minutes from completion of the event to them reaching the commentary booths (Russouw, 2007: Personal interview).

Glad and Roe (2002:147) state that the IAAF indicates in their organisational manual that athletics events must meet a level of quality that meets the needs of competitors, spectators, the media, sponsors and others. This calls for competent, effective, and creative competition management, from grass-root level to the highest of all meetings, the Olympic Games. The competency of personnel employed to organise and manage such events is crucial to its success.

### **2.2.3.5 Key Step 7: Establishing operating structures and recruiting key personnel (cf. W-questions 7 & 8)**

The complexity and characteristics of the event to be organised will have an effect on W-questions 7 and 8, "Who leads?", and the depth of skills required by the "Who by?" (LOC). The IAAF recommends starting with a small core group and co-opting as the planning process unfolds and the complexity and needs become clear. The strategy the LOC should follow and the criteria it should meet, are to:

- Take a decision to deliver a technically sound and excellent meeting;
- Meet the technical standards of the IAAF and ASA;
- Create sufficient opportunities for all groups (cf. 2.2.1.1 W-question 5), taking into account the IAAF and ASA continuum of athletes to participate in an environment conducive to top achievements and the goals set by the athletes and coaches;
- Involve volunteers, persons with disabilities and young people, especially students in the learning programmes sport management, event management, sport science and sport coaching in order to gain experience in event management;
- Attract spectators and visitors;
- Provide exposure to the host city and add value to the tourism and hospitality industries;
- Operate within a balanced budget.

For the LOC to satisfy the above mentioned criteria an appropriate pre-planning and control system should be in place.

### **2.2.3.6 Key Step 8: Do the required pre-planning and establish an appropriate control system**

Monitoring on a continuous basis is embedded in a sound control system. It can be defined as structures and procedures that are planned to ensure that objectives are achieved (IAAF Practical Guide, 2007:70; Watt, 2003:132; Gouws, 1997:89). It is, however, important to plan the control system - this is not only the responsibility of



the chairperson of the LOC, but also embedded in each LOC member's responsibility. A pre-planned, appropriate control system makes the task assigned to each person and for which he/she must be responsible and accountable much easier and render them prepared for the event and for unforeseen eventualities that may crop up during the event. No task is inferior to another; each has its importance in the overall vision of a successful track and field event (Fourie, 2011[b]).

Media reports covered and case studies discussed (*cf.* Chapter 1) are examples of incidents where a lack of planning; and/or a lack of competent qualified technical officials; and/or a lack of event management skills by technical officials and LOC members are evident. One example that focuses on a lack of a sound control system was forthcoming at the 2007 SA Championships on 10 February when problems with the electronic timing device occurred. Lee-Roy Newton's world class achievement of 9.97 seconds in the 100 meters could not be acknowledged as a new South African record, due to the technical problems that occurred (the wind gauge reading did not correctly record wind speed) (Van Wyk, 2007:15; Borchardt, 2007:18). This error is indicative of a lack of a control system and emphasises the need for and value of the implementation of a well-structured control system during the planning phase to ensure effective activation of devices in the implementation phase, as well as a control system for the implementation phase to be used the morning before the start of the event and during lunchtime of such an event.

At the 2012 USSA Athletics Championship in Johannesburg (27–28 April 2012), the researcher (attending the event as radio commentator) experienced the lack of communication between technical officials and them not having a plan B available in a crises situation. Thuso Mpuang ran the 200 meters in a new South African and African record time; however, his time could not be recognised due to the failure of the electronic timing device. No B-camera was available, neither was there communication between the starter and camera to determine that the electronic system was ready to start and record the race. This occurrence is indicative of the shattering results of a lack of a control systems which should have been put in place by the LOC member responsible for the electronic timing devices (Fourie, 2012[a]). In an interview with Dr Louis Holtzhausen on *Radio Rosestad* (Fourie, 2012[d]: radio

interview on *Radio Rosestad*), he emphasised the negative results this experience had for the athlete, culminating in him not qualifying for the 2012 Olympic Games. This emphasises the value of a well-structured control system which could be divided into three stages.

#### **2.2.3.6.1 Stage 1: Monitoring in the planning phase**

The value of Stage 1 in the controlling system (*cf.* Key Step 8) cannot be emphasised enough. As has been discussed, shortcomings such as a lack of skills and knowledge and/or experience on the side of the technical officials and the LOC member(s) responsible for the electronic timing devices can have catastrophic results for the athletes, and leave spectators and the media disgruntled. A lack of knowledge, skills and experience could have been picked up if a proper controlling system was in place prior to the meeting (*cf.* Table 4.12 on CD).

During the 2010 USSA Athletics Championships in Potchefstroom, the organisers experienced a problem with wind gauge readings. The starter's gun was linked to the wind gauge, but no readings were recorded. If a proper last minute check had been performed the day prior to the start of the event and a sound control system was in place, this problem could have been solved prior to the start of the event (Fourie, 2010:40-41).

#### **2.2.3.6.2 Stage 2: Controlling and monitoring during execution**

The IAAF Manual (2002:71-72) refers to and Gouws (1997:92) asserts that controlling during the execution in essence comes down to the measurement and value determination of performance, as well as action to rectify any deviations from what was planned or situations that occur that need rectification. Chapter 4 will provide the means to assist the technical officials to meet the criteria in the controlling system. During the 2010 SA Student Athletics Championships in Potchefstroom, controlling and monitoring during the event were done and led to the solving of problems occurring on day one of a two-day meeting, such as monitoring

the electronic wind gauge readings and having a back-up distribution system ready to be activated to solve the problem of no wind gauge readings (on day one). Utilising a controlling and monitoring procedure, the problem(s) experienced on day one can be rectified and a higher level of execution can take place on day two (Liebenberg, 2010[b]: Personal interview).

#### **2.2.3.6.3 Stage 3: Controlling and monitoring after execution**

Controlling after execution has the advantage that it indicates the success and efficiency of the entire planning action. This could take place while the meeting is still not concluded, but a specific area of responsibility and accountability (for example the hurdles items) has been completed. The smaller the deviation from distinctive standards and actual performance, the more effective the next planning process will be (Tassiopoulos, 2011:411-412; Shone & Parry, 2001:17-19; Jago & Shaw, 1998:30; Spilling, 1998:102; Getz, 1997:4-9). It is however, imperative that all communication be put in writing and documentation provided by the event organisers be submitted to the technical information centre (TIC) after the event. Technical officials need to be briefed on the value such a report will have on the future success of the events. Even if there is a zero report, that also needs to be submitted. This forms an integral part of the debriefing session. Forms that may be used for these reports have been developed by the researcher and will be provided in Chapter 4. The Control System refers to a well-structured communication system. Effective communication between members of the LOC; the LOC and coaches and athletes and during the event between athletes and officials is the key to the success of a track and field event. The IAAF emphasises the value of efficient communication as it is crucial and becomes imperative during the planning process, the controlling process, for collecting feedback (*cf.* Stage 3: 2.2.3.6.3) and for keeping the team informed (Glad & Roe, 2002:9; IAAF Manual, 2002:41).

### **2.2.3.7 Key Step 9: Achieve pre-event preparation through a trained, efficient workforce and a good communication system**

The core of effective and efficient communication could be defined as the giving, receiving, or exchanging of information so that the material communicated is clearly understood by everyone concerned (Watt, 2003:105). If the LOC does not clearly communicate so that everybody understands the planning process, and if monitoring is not done through the controlling process, the application phase can become a disaster and the event may end in chaos. The leader or chairperson should not take it for granted that all members of the LOC understand the terminology used in the communication of what is expected. During the USSA Athletics Championships that was held in Stellenbosch on 29-30 April 2011, the researcher experienced the lack of understanding by the LOC member responsible for the registration and the technical information centre (TIC). These unforeseen circumstances had a severe impact on the complexity and success of the event. While doing a quality control check the morning before day one of the championships, the researcher in her capacity as vice-chairperson of USSA Athletics was informed that no documentation was ready for the registration process, and had to take over to rescue the situation. On day one the researcher heard that only one photocopy machine was available and not eight as mentioned by the LOC meeting the day before. This changed the whole distribution system of results and the researcher, as vice-chairperson had to take over the management of the event in the TIC. This collaborates with the sentiment of Ammon, Southall and Blair (2005:10) that the influence of unforeseen circumstances could have an impact on the complexity and the success of the event.

Wanklin (in Tassiopoulos, 2011:243) refers to effective communication as a crucial component of risk management and planning. In marketing, Crowther (2011:68) refers to integrated communication, also called detailed effective communication or the creation of an all-inclusive communication landscape. To be able to create such a communication landscape, the criteria laid down by the Safety at Sport and Recreation Events Act (Act, No 2 of 2010:31-34) should be used by event organisers. The Act refers to a well-developed plan, including consultation with the event safety and security planning committee. The event organiser should ensure

that this plan is in writing, especially before the start of a medium- or high-risk event, but even for a low-risk event. The report plan should include but is not limited to information on the following aspects of the event:

- The nature, venue, date, commencement and duration of the event;
- The ticket sales policy and strategy (if applicable) in connection with the event;
- The event ticket conditions (if applicable);
- The event rules applicable to the spectators, including the list of prohibited and restricted items, for example guns, alcohol, etc. at track and field events;
- Details regarding the implementation of a traffic management plan for the event;
- The organisers' or stadium or venue owner's telephone contact details;
- Relevant details regarding safety and security measures put in place for persons with special needs at an event;
- The provision of relevant emergency evacuation and disaster management information to spectators at an event;
- The temporary or permanent installation of a proper electronic spectator public address system, with provision for the use of emergency back-up portable loudhailers, both of which must be audible under any conditions, inside a stadium or venue or along route and within their immediate precincts for use to provide relevant safety and security information to spectators at an event (Act, No 2 of 2010:31-32).

One type of communication, such as the above, is written communication, which lays the foundation for a successful event and controlling and monitoring process. The agendas and minutes of the LOC therefore are of crucial importance. A Case Study research project done by the researcher on the 2007 SASSU Athletics event (Fourie, 2009:92-96), brought forward a lack of written feedback and/or minutes to verify what was planned by the LOC. There were no minutes to verify any communication between the provincial and local governments and the LOC regarding the acquiring of permission to use parts of roads for the half-marathon and race walk events in and

around the streets of Durban. Although the LOC chairperson reported that the government bodies were represented in the LOC meetings, no minutes were available to confirm any discussions on this matter. This also emphasised a zero controlling strategy. In an interview with the Secretary-General of the IAAF, Pierre Weiss (Weiss, 1992: Personal interview), he confirmed that effective written communication, as stated in the IAAF Basic Competition Manual, forms the foundation of a successful planning process and assists in the controlling process.

One of the critical core topics linked to Key Step 11 in the organisational framework is a comprehensive last minute double check. This should be thoroughly planned and discussed by the LOC for application in all areas of the event.

#### **2.2.3.8 Key Step 11: Complete comprehensive last minute double check on all arrangements**

The IAAF regards a comprehensive last minute double check as so important that it advises the Competition Director and the Technical Manager of an event organising committee to do inspection of all facilities and equipment on the day before the event, and to review all checklists and any special requests. The Referees, Chiefs of events and the Technical Officials also have checklists for their areas of responsibility that they should check, as also prescribed in the checklists described in Chapter 4 and on the CD under Checklists (Glad & Roe, 2002:45; Weiss, 1992: Personal interview).

During the Unity Athletics Meetings in Dakar, Senegal and Germiston, South Africa between 18 and 23 April 1992, the researcher worked alongside the Secretary-General of the IAAF, Mr Pierre Weiss, who several times emphasised the value of a comprehensive double check on the day before and on the day of the event. He identified several aspects at these events that went wrong that could have been picked up by such a double check. During the Senegal event the ink of the photo copying machine was finished and no new cartridge was available on site. This is one example of many incidents that he identified that could have been prevented if a last minute check-up was performed (Weiss, 1992: Personal interview). The case

study the researcher was involved in at the 2007 SASSU Athletics Meeting (Fourie, 2009: 92-96), provides another case in point where a double check the day before, could have prevented the stated problems. In the end, a lack of knowledge of the purpose of the event and the resulting consequences of poor planning and implementation of plans on the core customer, the athlete is severe.

The checklist needs to allow for a comprehensive last-minute double check on all aspects of the event, taking cognisance of what is known as well as of the unforeseen situations that might occur during an event. Weiss emphasised that event managers should have contingency strategies in place to activate when unforeseen situations arise during the event (Weiss, 1992: Personal interview).

#### **2.2.3.9 Key Step 12: Carry out the event as per plan and contingency strategy**

Due to the complexity and characteristics of a track and field event unforeseen circumstances could occur and the LOC needs to have a contingency strategy planned. Ammon, *et al.* (2005:10) and Watt (1998:4) emphasise that events are subject to the influence of unforeseen circumstances as events are non-routine by nature. Therefore, the skills used to manage events are also non-routine by their nature (Shone & Parry, 2001:100). Track and field events are vibrant and the LOC needs to plan for the unforeseen. Batteries of wind gauges could shut down during an event, cross bars at the pole vault and high jump could snap, steel tapes at the field events might break and highly technical equipment such as the electronic starting blocks and starting system could stop working (Weiss, 1992: Personal interview), and then contingency plans should be in place to save the day.

On 8 July 2011, at the IAAF Diamond League Athletics Meeting in Paris, France, the 200 meter race for men, in which Usain Bolt, World Record holder was in the line-up, the race was delayed for 10 minutes due to technical problems at the start. Such an occurrence may have serious implications for athletes who are mentally prepared and who may deal badly with such an example of negligence. If a thorough SWOT analysis had been done in the planning phase on what could go wrong and what could happen, as recommended in literature (Ammon, *et al.* 2005:10; Silvers,

2004:42; Watt, 1998:65; Goldblatt, 2002:38), pre-planning could have identified such a possible occurrence. The crisis situation could have been averted or minimised if unforeseen occurrences had been attended to in the planning phase and a plan B (contingency plans) had been in place to ensure that such an unforeseen situation would have a minor effect on the event.

#### **2.2.4 Conducting an event close-down and debriefing session (cf. sub-system 4; Key Step 13 & 14)**

Throughout the world, event manager's value event debriefing or evaluation – in fact, the most valuable statement an event manager should remember is, "*You may think that you will never forget a single detail from your event, but believe me, you will*" (Solomon, 2002:178; Allen, 2000:235-238). The closing of an event is paradoxical in the sense that the process consists of ending an event on the one hand and, on the other, evaluating what has just been completed in order to enrich the quality of future events (Fourie, 2010:38).

Newman (2011:2) argues the value of debriefing from an educational viewpoint based on research by Wick and Leon that found that 74% of staff learning and development experiences happen on the job. Only 26 % of class-room training accounted for learning. Therefore, the few moments a well-structured debriefing session takes to learn from the practical experience of the event will add three times more value in terms of staff training and development compared to the same time spent in the class room. Literature and event managers all over the world, including the IAAF, value the importance of reviewing and the evaluation of an event during the event close-down and debriefing session (Fourie, 2010:36-46; Glad & Roe, 2002:9-10; Shone & Parry, 2001:256; Allen, 2000:235-238; Weiss, 1992: Personal interview).

Due to insufficient event evaluation, monitoring and feedback, event managers struggle repeatedly, because they do not learn enough from previous mistakes (Weiss, 1992: Personal interview). In studying which aspects of debriefing, or event close-down, have worked for event managers over several years, Shone and Parry



(2001:257) identify three vital elements that form the core of the close down and debriefing of an event:

- Administrative completions;
- Close-down;
- Evaluation and recording of event experiences by evaluating each component of the event.

The application of the above three elements will be discussed in 2.2.4.1 and 2.2.4.2

#### **2.2.4.1 Close –down**

The event close-down and debriefing start in the first phase during the planning of the event. The close-down and debriefing need to be planned to enable all involved in the event to know what will be expected of them once the event has been concluded. In Chapter 3, documentation that was developed to assist the LOC in assessing the area of responsibility and to hand in written reports at the TIC for use during the debriefing session will be provided.

The responsibility of the technical officials is not finished after the last jump, last throw or when the last athlete has crossed the finish line. Before all equipment has not been signed back at the technical manager and the last lights have not been put out, the event is not over. A checklist developed by the researcher (available in Chapter 3 and discussed in Chapter 4) based on the planning of activities can be used to clean up, pack away and debrief. Staff members need to be properly briefed on the process and control maintained to the very end to ensure the safety and security of the equipment (Fourie, 2010:37-39; Shone & Parry, 2001:258).

The second phase in closing-down the event will focus on wrapping up the event in the media, with a press/media release, especially for that sector of the media that could not attend the event. Post all results and photos on the website of the event, and send via electronic mail to the IAAF and ASA. The planning, implementation and evaluation of the track and field event are the basic and first marketing tools to the core client, the athlete (Parkhouse, 2001:232). If the athlete returns to the event,

further marketing is possible. Without the athlete, no marketing of the event can take place.

It is concluded that event close-down is one of those aspects of event management which receives insufficient attention. This could be due to the fear that might be attached to debriefing where people often see it as a session where they will be told what they did wrong. To add to Newman's (2011:2) educational view of learning on the job, deliberate planning needs to go into the closing down of the event as this step links to the sensible planning of the next event (Fourie, 2010:45-55; Weiss, 1992: Personal interview). Shone and Parry (2001:272) reiterate this, stating that this process is necessary for all kinds of events, small to the largest of all, whether it will be repeated or not. The evaluation process should be fed into a closing report to ensure that information is collected and analysed to help wrap up the loose ends. This information will then serve as a document for future reference (Fourie, 2010:45-55).

#### **2.2.4.2 Debriefing (cf. Key Step 14)**

No closing down and debriefing will have any value if it is not recorded in a report (phase three) for further reference. Each section, according to the checklists used in the planning and execution phase needs to report back in writing in phase three of the closing-down section (Fourie, 2010:45-55). A track and field event is only concluded when a thorough review and evaluation of the event have been done and a detailed report has been compiled to assist in the planning process of the next event. No track and field event can be a success without a detailed plan (Fried, 2010:77; Ammon, *et al.* 2005:13-14).

The debriefing session needs to be done as quickly as possible after the event has finished. To add value to the debriefing the feedback should be plotted into a SWOT analysis. This will allow the LOC to assess the event critically, re-think and come up with solutions for possible problems (Weiss,1992: Personal interview). All information received during the event also needs to form part of the feedback, even if solutions to problems were reached and applied during the event. All

documentation, forms, checklists and reports from sub-committees which went through brainstorming sessions or reviewing sessions need to be included in the final report. This report forms the starting point for the planning process of the next event.

## **2.3 CONCLUSION**

Chapter 2 clearly identified and emphasised the value and core for presenting a successful event lies within the first of three pillars, planning, implementation and close down and debriefing. Planning is the first pillar, the core to success that forms the foundation of a successful event.

Based on the four sub-systems contained in an event planning system [(1) conducting an environmental analysis; (2) considering the intricacy of branding; (3) designing the event concept, logistics and coordination of technical aspects; and (4) event close-down and debriefing (Senge,1994:90)] as discussed, effective and efficient event management principles should be applied to track and field events. To enable the track and field manager and the LOC to translate the overall vision into objectives, the team needs to find answers to the W-questions. The value to benchmark the answers to the W-questions in a SWOT analysis against the purpose, aims, and objectives of the event was emphasised and substantiated with examples in the industry where this was not applied and the effect it had on the success or failure of an event.

The core key aspect in track and field event management is the "Who will participate?" in the four phases proposed by the IAAF and ASA. Each of these phases (Phase 1: Foundation: 8-11 years; Phase 2: Participation: 12-13 years; Phase 3: Performance: 14-17 years; Phase 4: Excellence: 18-23 years) clearly identifies outcomes which are in the interest of the athlete, being the core around which a track and field event must be planned and organised (Fourie, 2008:68-70; IAAF Manual, 2002:131). Taking into account the complexity, the characteristics of the event and the answers to the W-questions, event aims and objectives are established.

No track and field event can be a success without a detailed plan. The working tool for implementation of the plan and monitoring the plan is a thorough well-thought through and planned set of checklists. Examples of such checklists are designed, as provided in Chapter 3, with a detailed discussion on what should be done and how they need to be implemented and why, as discussed in Chapter 4.

No event can be successfully organised without the detailed checklist built on the aims and objectives of the event. The checklist assists the members of the LOC to identify with their responsibility and take accountability for their area of responsibility, knowing where their responsibility fits into the overall vision and purpose of the event.

An important key step identified refers to the finances to stage the event. Chapters 3 and 4 attend to a detailed plan regarding the complexity of the finances of the event and will assist the LOC member responsible to know what is required and how to manage the finances.

The quality of the event is based on two pillars, namely the quality of the achievements of the athletes, but without the quality of the event, planning and the management of the process the environment will not be created for the athlete to excel. This has an impact on the publicity of the event. Publicity of the event can be divided into three complex phases, namely before, during (only positive if the above-mentioned quality process was applied), and after the event. Each of these phases has its own complexity and characteristics linked to the kind of event staged.

The checklists should allow for a comprehensive last-minute double check on all aspects of the event, taking into cognisance of what is known as the unforeseen situation that might occur at an event. Chapter 2 referred to examples of unforeseen circumstances that occurred at an event in Senegal in 1992 and in Stellenbosch in 2011, and therefore the advice of Mr Pierre Weiss, Secretary–General of the IAAF (Weiss,1992: Personal interview) for contingency strategies to be in place to activate when unforeseen situations arise during events is of value.

One of the most neglected steps in event management and specifically track and field events refers to the closing down of the event and the debriefing. The discussions in Chapters 3 and 4 will assist the LOC to plan the close-down and debriefing of the event as these forms the first step in the planning of the next event.

Planning as the first step towards presenting a successful event is clearly the core of the total framework. However, a lack of knowledge is clear as summarised by ASA statistician, Mr Gert le Roux (2006[e]) on *RSG Sportjoernaal* (an Afrikaans sport programme on SABC). He emphasised the need for organisers to follow a well-structured plan, including detailed structured checklists. He referred to his experience at meetings in South Africa over the years where many important aspects, for example, wind gauge readings in events which according to IAAF rule 184 need to be recorded had not been done and achievements of athletes were null and void and could not be recorded as a valid achievement in the South African Journal (Le Roux, 2006[e]: Radio report on *RSG Sportjoernaal*, 28 March). The findings of the case studies by the researcher on the 2007 and 2011 SA Student Track and Field Championships as referred to in this chapter, are congruent with what Le Roux reported on radio.

In Chapter 3, checklists, figures and tables that have been designed to assist event organisers of track and field events in their planning process are provided. The checklists will assist the track and field event manager to put a framework in place to ensure a thorough pre-planning process. The Tables and Figures will guide the track and field event organiser to focus on detail; like small puzzle pieces that must fit one hundred per cent to complete a puzzle, each detailed aspect must be fitted correctly in order to put the overall vision and purpose into operation. This will minimise the problems identified at events over the past years and allow athletes to participate at events conducive to top achievements and contribute to the development of the athletes to meet internationally accepted standards with their achievements.

# Chapter Three

---

## CHECKLISTS, TABLES AND FIGURES FOR PLANNING TRACK AND FIELD EVENTS

### 3.1 INTRODUCTION

In the South African track and field event context, the majority of events are organised by the executive as the core of the local organising committee (LOC), or the administration office of the provincial association. Although the members of the provincial association are involved year after year, it does not take away the complexity, vibrancy and continuous change that should be taken cognisance of in organising a track and field event.

In this chapter several checklists, tables and figures are introduced that were designed by tapping into existing checklists developed over several years by different event organisers. These checklists have been written on a compact disc (CD) to assist event organisers. These lists could be adapted to suite the kind of event or the stadium where the event takes place. Some of these checklists were developed and adapted by the researcher over a period of 35+ years she spent as event organiser. The criteria of the IAAF and ASA Rulebooks were integrated in these checklists. The application of the planning principles discussed in Chapter 2 was also integrated with the experiences of the researcher. Relevant information from incidents regarding track and field events over many years as discussed in Chapter 2, debriefing sessions and personal interviews with leading figures in the international track and field arena (representing different areas of expertise) form the backdrop against which the compilation of the checklists are discussed.

The checklists as discussed in this chapter are aimed at guiding and directing what should be organised and attended to, and the operational manual drafted by the

researcher (Chapter 4) discusses and explains how and why specific items on the checklists need to be organised. The manual also explains the rationale for certain actions and include examples that verify the actions. This emphasises the importance of what needs to be in place to ensure the success of that specific component of the event. The checklists form the backbone of the framework which is required to accomplish a successfully organised track and field event (regardless of its complexity). These checklists were applied and tested during track and field events and where applied by LOC members, yielded positive results.

Some organisers do not understand that the characteristics and the complexity of the event change when, for example, live television and radio broadcasting is at stake. A two-day championship requires other skills than a one-day event. Due to the constant change regarding rules and standards in the international arena even the smallest of event or competition needs to keep up with these new rules and standards. The W-questions "Who by?" and "Who Leads?" referred to in Chapter 2 become more specialised the more professional and complex the "Who for?" becomes.

After the 2006 SA Junior Track and Field Championships Mr Gert le Roux, ASA statistician and radio commentator, informed the researcher (Phone call, 8 April 2006[f]) that the results to the media caused problems at this event as the event organisers discriminated between the written press and radio by not treating them equally when distributing the results, by giving preference to the television and written media before results were given to the radio. This complicated the reporting of achievements at the event. Not only was the distribution of results slow, the meeting ran behind the scheduled times, which complicated the live coverage on radio (Le Roux, 2006[f]: Telephonic conversation). This unfortunate state of affairs could have been prevented had the event been organised according to sound planning principles, including the use of a well-structured checklist supported by additional pre-competition checklists.

## 3.2 DOCUMENTATION

It is clear that the complexity of a track and field event requires an organiser to use an organisational instrument, for example a checklist, table and/or figures (*cf.* Chapter 3 on CD) to direct and guide the planning and the process of managing a track and field event in a way that will ensure that the standards, as set in the rulebooks of ASA and the IAAF, are met. In Chapter 2 conclusion was reached that no event could be a success without a detailed plan. In track and field such a detailed plan should be developed based on the answers gathered from the W-questions (*cf.* Chapter 2), benchmarked against the SWOT analysis and the formulation of objectives by applying the SMART methodology to compile the checklist in order to put the pre-planning into operation.

The checklists, provided as part of this chapter, are divided into two categories, namely the pre-planning checklists (six checklists) and the operational checklists (125 checklists on CD). The focus of the pre-planning checklists is on assisting the event manager to ensure that all the principles (15 Key steps, W-questions, SWOT analysis and SMART objectives) identified in the pre-planning phase, are adhered to and to assist the LOC to work through the pre-planning phases thoroughly. The complete operational checklist covers each area of the event that needs to be organised and serves as a job description for the members who take responsibility for the specific task assigned to them. The operational manual (Chapter 4) will assist the LOC member to learn why and how each task should be organised, and examples will verify why it needs to be done to comply with the quality of standards. In developing the checklists the SMART principles served as premise, attending to specific, measurable objectives, achievable aims and realistic goals, and timely quality control tools were built into the checklists. The checklists were designed on the foundation of the basic principles of event organisation (*cf.* 2.2).

The checklists also indicate who should take responsibility for which area in the checklist. Each area is assigned to a specific person that takes responsibility and accountability for it and reports, as indicated in the checklist, at the first LOC meeting on the agreed-upon dates. A column where comments or questions may be



reported is a useful mechanism for the convener of the specific checklist being used. The checklists make provision for a column to add applicable notes to use at the meetings. Each LOC member needs to consult the Safety at Sport and Recreational Events Act, 2010 (Act, No 2 of 2010). The LOC member needs to interpret the Act according to the level of the event to be organised.

The checklists, figures and tables in this chapter and the discussions in Chapter 4 can be used by event organisers of:

- School events – grass root level
- League meetings
- Invitation Meetings (Schools) and Provincial Championships, including School Zone meetings
- National Championships (Schools, Youth, Juniors, Seniors, USSA Championships and Invitation Meetings (Seniors) including Varsity Series meetings
- If an area other than identified in the category is added to the event the topic is activated to gain access to that specific checklist.

The operational manual (Chapter 4) links to the checklists and the figures and tables in Chapter 3 and are cross referenced to enable the LOC to link the checklist, figures and tables to the specific topic. The manual will guide the LOC member in what to do.

### **3.3 CONCLUSION**

The checklists form the points for discussion on the agenda of the LOC planning meetings and form the foundation documentation for the chairperson to have a sound feedback system for quality control.

No event can be organised without activating the three pillars, namely planning (pillar one), applying (pillar two) and close-down and debrief (pillar three). The checklists, figures and tables developed and provided on the CD form the foundation

documentation that will be used in the application aspect. Chapter 4 explains what should be done and how it should be prepared in the quest to organise a successful track and field event within the boundaries of the ASA and IAAF rules and providing an environment conducive to top achievements. The CD consists of 125 checklists, cross referenced to 46 figures and 119 tables.

# Chapter Four

---

## Designing an operational manual to assist Track and Field organisers

### 4.1 INTRODUCTION TO THE REASON FOR AND USE OF THE OPERATIONAL MANUAL

This chapter speaks to the previous chapter (*cf.* Chapter 3 on CD) to explain what should be done, why and how. The researcher used the following methodology to compile this chapter:

- Literature review.
- Adapted documents used during my 35 years'+ experience as event organiser.
- Personal interviews conducted over several years with leading experts in the event industry to adapt to changes in the industry during the 35 years and over the last 13 years to update the study guide on event management on an annual basis in the learning programme Sport Management at the Central University of Technology (CUT), Free State.
- More recent interviews to stay up-to-date regarding new regulations and acts of the South African Government.
- Applied newly developed checklists, tables and figures at events during the years to verify validity and adapt where necessary.
- The researcher also tapped into lessons learnt through interviews she had with leading icons, for example Mr Ivor Potgieter (1975–2003), in the athletics world during her career as athlete, coach and event manager, experiences she had as athlete, and lessons learnt from those, as well as the IAAF Secretary-general, Mr Pierre Weiss, with whom she was privileged to work in Dakar, Senegal, and Germiston, South Africa in 1992.

- Developed new documents after case studies had been done at several events.

To understand and adhere to the standards in organising a successful event, the researcher developed the manual provided in this chapter to explain what needs to be done in each category identified in the different checklists developed by the researcher and made available on the Compact Disc (CD) as discussed in Chapter 3. In the manual the researcher discusses why the organiser needs to attend to the detail that will form the core of the manual on the way to organising a successful event. This is validated by examples and experiences of the researcher at events that will warrant the quality and legality of the action in order to achieve the standards. Examples of letters and other documentation used at certain events will assist event managers from school level to international level in compiling the required documentation for the specific event to be organised. The manual will also refer to the pages in the Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010) that refers to the topic discussed.

The need for such a manual is evident since, as recently as the 2006 SA Junior Track and Field Championships, which was held in Pretoria, and the 2009 USSA Track and Field Championships in Stellenbosch it was once again evident that no event can be organised without applying sound planning principles, including the use of a well-structured checklist supported by an additional pre-competition checklist and a manual to explain the detail of what is required. Not only was the distribution of results slow, both meetings ran behind the scheduled times, which complicated the live coverage on radio and affected the athletes in a negative way in preparing for their respective events (Russouw, 2009, live radio and phone-in interview; Preller, 2007: Radio interview by researcher; Le Roux, 2006[f]: Telephonic conversation).

The 2010 USSA National Track and Field Championships in Potchefstroom revealed problematic issues, identified by the researcher attending the meeting as media liaison officer and a member of the appeal board (*cf.* Table 4:1). Each of these problems identified could be referred back to officials not adhering to what was discussed during the planning sessions, or did not form part of the discussions

during those sessions. Other factors that could form part of the problem could also be referred to the technical officials that did not understand or know their responsibility and the rules attached to the job assigned to them. Table 4.1 identifies problems, the discussion regarding the identified problems after day one by the executive committee, the solutions to the problems and the outcome of the solutions implemented on day two. This touches on a neglected step in the planning process, namely debriefing, discussed under point 18: Close down and debriefing in this chapter

**Table 4.1: Problems and Solutions**

Nr	Problem	Discussion	Solution	Outcome Day 2
1.	Results to the media had no wind gauge readings where applicable.	Sprints – link from gun to system at fault.  Wind Gauge – written report was not sent to computer.	Starters and System Officials will be contacted and will attend to problem.  Meeting director to talk to the TO of the track: wind gauge and sort out the distribution of the information.	Problem solved.  Back-up system came into action.
2.	Results of the Field Events – Media only received the computer printouts with no sequence registered of the jumps or throws or wind gauge readings where applicable.	Original complete results went to the Computer System and were not available for the Copy Centre.  Wind gauge reading never attached to results. Found file in store room.	The Computer Officials were asked by the Convener of USSA Track and Field to send the original field cards to the Copy Centre.  Convener USSA Track and Field discussed the issue with the Meeting Director.  Convener of the USSA Track and Field committee discussed the issue with the Competition Director to take up with the officials.	Problem solved.  Problem solved.
3.	Appeals not reaching the Appeal Board.	Appeals taken by Meeting Director and not	The convener USSA Track and Field discussed the issue with	Problem solved.

		submitted to Appeal Board by the Technical Information Centre (TIC).	the Meeting Director and the official at the TIC.	
--	--	--	---	--

It is clear that the complexity of a track and field event requires an organiser to use an organisational instrument, for example a checklist, tables or figures to guide the planning and the process of managing a track and field event in a way that will ensure that the standards, as set in the most current Rulebooks of ASA and the IAAF, are met. The rulebook referred to in this study will be the 2010-2011 IAAF Rulebook. To keep the manual current, event managers need to relate to the latest rules as approved by the IAAF in subsequent years.

The manual will allow the LOC member to organise according to the IAAF and ASA Rules. Often organisers lack the skills to organise and plan the event. This then relates to areas of the event neglected to be organised as happened and experienced by the researcher for example at the 2007 and 2011 SA Student Athletics Championship, where the LOC members were unfamiliar with the extent of their responsibilities. No provision was made for the unforeseen, for example, the high jump for men that continued after the last track events were concluded. No member of the LOC or the stadium manager was present when the stadium lights were to be switched on. The athletes in the competition were trying to qualify for the World Student Games. Due to the lack of knowledge on the side of the LOC they did not understand the effect it had on the athletes' careers, jumping in the dark trying to qualify for the world event. A poor "sorry" to the athletes by the chairperson of the LOC is just not good enough. The athletes had prepared to qualify and had worked hard during the season to become the champion. Another instance of poor planning was the 2011 SA Student Track and Field Championships for which the registration documentation had not been prepared and no arrangements for the Technical Information Centre had been done regarding the lane draws for day. The researcher (as vice-chairperson of USSA Athletics) when attending to these matters could clearly identify that the planning process in these events were not in place as the LOC members did not understand what type of event they were organising. The

environment, in which the athletes had to participate, was not conducive to achieving the top level performances of which those athletes were capable.

Important, however, is the chairperson's role (*cf.* 10 W-question) in keeping the LOC members focused to understand how important each person's role is within the total framework. To understand the purpose they are working towards on the way to presenting a successful event, they have to meet the standards and goals set out in the aims and objectives of the event. The more inclusive the pre-planning, planning and compiling of checklists are, supported by an all-inclusive manual, the greater the possibility to meet the criteria and outcomes set for the event, and the better they are prepared for any unforeseen circumstances that may occur.

Organisers cannot organise an event if the total framework is not utilised. By only using one of the three pillars (planning, implementation [checklists, figures and tables], close down and debriefing), it is evident that the event will not meet the goals set and will not comply with the standards that must be met within the boundaries set by the IAAF and ASA

A well-structured and skilled organising committee needs to be established to meet these goals. The researcher will clearly indicate what should be taken into account when establishing the LOC as this will direct the way forward in the unfolding of organising the event.

The initial step in the first pillar is to generate answers and adhere to the four sub-systems incorporating the 14 Key steps in event planning, as well as the intricacy of the branding added to the 14 Key steps to form the 15 Key steps towards success (*cf.* 2.2).

#### **4.2 CHECKLISTS FOR ADHERING TO THE 15 KEY STEPS IN PLANNING, LINKED TO SUB-SYSTEM 1 (*cf.* Checklist 1 on CD)**

As Watt's (2002:4-7) 14 event planning key steps do not consider the branding of the event, the local organising committee (LOC) members should clarify the branding of

the event by taking into account the different aspects as identified in the second sub-system which was discussed in Chapter 2. The focus of branding for this discussion lies within the track and field event itself as a brand of quality and an environment conducive to top achievements. This was added to the checklist as one of the key aspects to be considered (*cf.* Checklist 1 on CD). The LOC chairperson should use this checklist to manage and control the planning and application of the content of the other checklists in the quest to present a successful event.

To position a well-structured LOC together with the most competent leader, the sport manager and the coaches at the school and/or executive members of the club or association should start with the first step in the 15 Key steps of planning to determine the "*What?*" to be organised. Through the *W*-questions the "*What?*" will be determined, and the level of competition "*Who for?*" will be known. Knowing the answers to these questions will determine the "*Who leads?*" and "*Who by?*" (*cf.* Checklist 2 on CD). Although the LOC at this stage might not have the skills to attend to all aspects of the event they will be able to identify certain specialists (i.e. medical personnel), that need to be co-opted into the LOC. Through the planning process such persons will come on board as they are identified and become part of the planning process. The checklists discussed in this chapter will assist the event manager and the LOC to ensure the monitoring and the progress processes used by the event manager to monitor and ensure the completion of the task (*cf.* Checklist on CD).

Monitoring the process is the key to success as nothing may be taken for granted and to ensure that the 15 key steps in the pre-planning phase are adhered to. Checklist 1 (*cf.* Checklist 1 on CD) indicates the steps and aligns each step with the specific sub-system as discussed in Chapter 2. In a Case Study done in 2007 on the SA Student Athletics Championships in Durban (*cf.* Table 3.6 on CD) the *W*-questions in the planning process were clearly identified and discussed.

Shone and Parry's (2001:103; *cf.* Sub-system 1) framework leads the event manager to step one in the event planning key steps, asking the initial event planning questions that results in the answering of the 10 *W*-questions (Fourie, 2009: 63-77;



Watt, 2003:4-7). A practical way to generate answers to the questions as found in Watt (2003:4-7) is to use a brainstorming tactic to generate answers to these questions. The researcher (as event manager over several years) experienced that this approach usually leads to a higher level of buy-in into the overall vision, clarity on aims and objectives, identification of the core values that need to be addressed and the content of the checklist. The researcher experienced and confirmed this approach during the 2010 USSA Athletics Championships by first planning a meeting of the LOC at which they used the W-question strategy and argued the answers. Event managers should take into account that the more complex the event, the more complex the questions will become and the harder it will become to provide answers (Watt, 2003:4-7).

Due to the fact that the organising committee of the 2000 SASSU Athletics (now known as University Sport South Africa, [USSA]) Championship in Pietersburg did not follow the important route to ask the "*What?*" question as they thought that organising a one-hour event was the same as organising a two-day championship with several heats, semi-finals and finals. Although the researcher attended an LOC meeting, highlighted the differences and identified the demands it would make on the LOC, they ignored it. During the event the researcher (then secretary-general of SASSU Athletics, now known as USSA Athletics) was challenged with the photocopy room that was locked and no lane draws going out to the starter and other points in the system (i.e. notice board, call room, track judges) where the lane draw sheets were required. On asking the official in charge why the door was locked, he said that the officials were harassing him for lane draws. What he did not realise was that the lane draws had to be available to enable athletes to prepare for the next track event and for officials in the total network to have the necessary paperwork to continue and manage the track event on time. Clearly he did not understand his role within this event and what the challenges were in this area of responsibility. A thorough planning session and a monitoring system that was in place would have picked up this lack of understanding prior to the start of the event. There was no monitoring system at the photocopy room. The fact that he did not realise that the event lane draws were not yet distributed, clearly emphasised a lack of knowledge and the necessity for a thorough monitoring system (*cf.* Results 4.9).

The nature of each of the W-questions is discussed in more detail in the following paragraphs and related to the models of Shone and Parry (2001:104) and Goldblatt (2002:37-38), and also made applicable to track and field events (*cf.* Checklist 2 on CD).

#### **4.3 10 W-QUESTIONS (*cf.* Checklist 2 on CD)**

Each W-question will be discussed to assist the LOC members to think critically and be innovative during the brainstorming session. In conclusion the researcher will apply the 10 W-questions by listing the W-questions, and seeking answers to the questions applicable to the event that is relevant in the Case Study (*cf.* Table 3.6 on CD). Objectives will be formulated for the event to be organised based on the answers to the questions. The Case Study will clearly indicate what happens if a thorough brainstorming session on the 10 W-questions is lacking in the planning phase.

##### **Question 1: Why?**

The question "*Why?*" leads to answers clarifying the need to host the event and confirms the importance and viability of holding the event (Shone & Parry, 2001:104). Questions the researcher considered when organising events are:

- Will the event provide the opportunities for athletes to qualify for subsequent events?
- Will the event provide the opportunities for athletes to qualify for provincial teams?
- Will the event provide the opportunities for athletes to qualify for national teams?
- Will the event provide the opportunities for athletes and coaches to determine standards to adapt training programmes or for coaches to monitor athletes' progress?

The "*Why?*" question enables all LOC members too understand the aims and objectives of an event clearly and to become truly motivated to achieve success

(Watt, 1998:5). No event is inferior to another; even the ordinary league or school meeting is an indicator on improvement for the athlete and coach. The objective with these answers should be to organise an event that will provide the athlete with the environment to achieve the goals set by the coach and athlete and an environment in which the standards of ASA and the IAAF are met.

The "*Why?*" question confirms the importance of an event. In this regard, the opinions of coaches and athletes will help to define the purpose of the event. Examples where this approach would apply include school, club or national invitation meetings. Ultimately, the planning of a successful track and field event will be streamlined to satisfy athletes' and coaches' needs in preparing for the season. Event organisers need to listen to the needs of athletes and coaches as events at all levels should assist to develop the athletes according to the phases of the continuum (Fourie, 2012[e]:68-70) from school level to the ultimate, the Olympic Games. Knowing "*Why?*" you are organising the event, you need to determine "*What?*" needs to be organised.

### **Question 2: What?**

The "*What?*" question relates to the type of event, for example a one-hour track event that is to be presented? This question is answered by matching the event with the needs, wants, desires, and expectations of the participants and coaches as well as those of the spectators. Watt (2003:6) states that any lack of detail in defining the nature of the event will cause problems later in identifying exactly what has to be done, and where it should be held. It will also impact on the number of checklists that need to be activated. "*What?*" to consider within the "*What?*" question will identify the different sub-questions to consider, as identified by Watt (2003:10-11) in Table 4.2 and interpreted by the researcher applicable to track and field events.

**Table 4.2: What to consider within the "What?" question**

Nr.	Question.	What to ask?	What to consider?	Implication.
1.	Kind of event?	Schools' event: Schools' colour team event? Schools' invitation meeting, local or national? League meeting? Regional event? Inter-Club event? Provincial event? 1-hour event? Top 20 School or Club events? National event? Will it serve as Trials to represent SA or the province? Other purposes of the event?	Write down the answers generated by the question as this answer will have an impact on further decisions. This will determine which checklists to activate in congruence with the answers derived from the W-questions.	Will determine the level of event. Will impact on what should be organised.
2.	Duration of event?	1 hour 2 hour 4 hours, etc.	The duration of the event attached to the kind and level of event will add its own complexity to the planning process. Link with the timetable.	Answers to these questions will determine the checklists to activate.
3.	Number of days?	Morning event Morning / afternoon event Afternoon / evening event 1 day event 2 day event 3 or more days'	The level of the event, the kind of event and the number of days will each bring its own complexity to the planning process	Answers to these questions will determine which checklists to activate.
4.	Event Time-Table?	Are there heats, and if yes, how many? Are there only finals? Are there heats, semi-finals and finals?	This will impact on several levels of the organisation and needs to be identified in all the checklists. Consider the last event and how it relates to the duration of the event	The chairperson of the LOC should oversee this aspect in order to guide a convenor that can't identify how it will affect his/her area of responsibility.
5.	Cost?	Consider whether appropriate/sufficient funding is available?	Compile a budget Request funding needs from each member responsible for an area.	How do we stay within the budget? Consider a plan B for an area where money is not available or

				less than is required is available.
--	--	--	--	--

Source: Fourie, 2012[e]:30-45; Watt, 2003:10-11.

The "*What?*" question forms the foundation on which financial decisions are made? In the discussion of the other W-questions the budget consideration will be highlighted. The implications of some of the answers to the "*What?*" question will immediately be obvious, for example: Knowing the "*What?*" to be organised, the date of the event becomes crucial as the date is more complex than just the day or days for which the event is scheduled. The number of days for which the stadium will be required will have an impact on the budget - related to "*Where?*" The stadium hired might not meet all the standards of the event to be organised, for example, if pole vault equipment does not meet the standards to enable an athlete that jumps six metres to have a safe and secure landing area. The financial implication will then be to either upgrade the current equipment at the stadium or to hire suitable equipment. This will have a huge impact on the budget. The number of days the event will last also has an effect on the number of Technical Officials and volunteers required per day, and that needs to be paid per day and provided with meals each day they are on duty. This has a huge influence on a budget. If the "*Where?*" also means that Technical Officials have to be flown in, accommodation for the number of days will also impact on the budget heavily.

### **Question 3: *When?***

The question, "*When?*" elicits responses having a bearing on much more than only the date. It emphasises the scheduling of the event far enough into the future to be able to organise the event successfully. This includes time-management within the planning schedule and a realistic time-schedule to meet the objectives as planned. The "*When?*" question impacts on the national and international calendar, especially when multimedia coverage is planned, as well as the timely marketing of the event?

Organisers need to be aware of what else will occur around the prospective event date, as this will influence the number of spectators anticipated for the event. Scheduling a major track and field event in Stellenbosch during the recess period of

the university, for example, would be inappropriate, as 80 per cent of the spectators come from the student community. This will severely impact on the spectator numbers and income derived from entrance fees while sponsors are expecting capacity crowds. On the other hand, the Monday evening Varsity Cup for rugby brand was established with great success and the similar Varsity Cup Athletics meetings need to piggyback on that success, and should be scheduled on a Monday too (just in summer). Major athletics events, like the World Cup and Yellow Pages Series meetings are events that attract many spectators, but even those events need to be scheduled carefully not to clash with sporting codes like soccer, rugby, or cricket. "*When?*" also needs to be accounted for by the provincial sporting bodies and the national federation when planning the national calendar. Some events are influenced by school or university holiday times. In such situations the SWOT analysis of the event will allow the event organisers to look at the event critically and come up with innovative solutions to make the best of the time the event is to take place.

The 2007 Yellow Pages Series Meeting serves as an example of where a national federation and its LOC did not take into account that their event overlapped with the Pro20 Cricket match and the SA Marathon championships presented simultaneously in Port Elizabeth. The result of this poor planning was a lack of flights to transport top track and field athletes, empty lanes in the track events, almost no spectators, and an embarrassment to athletics as a whole and the sponsors (Le Roux, 2007[b]: Personal interview). In this case, packing answers to *W*-questions into a SWOT analysis would have opened the organisers' ears and eyes as to what would be happening in and around Port Elizabeth over that period. "*When?*" in the planning process refers to the time-schedule (Time Management) and when what should be completed to ensure the LOC starts in time in order to finish on time.

When determining dates and venues, not all parties might always be satisfied. Event managers should endeavour to select the dates and venues that will serve the majority best and meet the objectives and aims of the event. Ekkart Arbeit, world-renown Olympic coach stated that the "*When?*" question is most important when events are scheduled as it plays an important role in the planning of the training

programmes of athletes (Arbeit, 2004: Personal interview). Answers to the "When?" question provides coaches with a planning framework to direct their athletes' scientific training programmes to a series of competitive events in preparing for the final event. This remark of Arbeit emphasises the significance of event organisers' planning in conjunction with the coaches to organise events that will serve the needs of the coach and the athlete on their way to strive for gold. The following factors, identified and described by the American Sport Education Program - Event Management for Sport Directors (1996:2-3), and adapted by the researcher to render it applicable to track and field events, may be considered when answering the "When?" question as indicated in Table 4.3:

**Table 4.3: Answers to the "When?" question.**

Nr.	Question.	What to ask?	What to consider?	Implication.
1.	Number of days?	How many days or hours do we need to complete the event that needs to be organised?	Refer to the "What?"- the kind of event to be organised. Consider the needs of the athletes. Will it allow adequate time for the athletes to rest between contests? Will it take into consideration the athletes' travelling time? The time-table needs to take into consideration the combination of events the athletes will participate in, for example 100m, 200m and 400m.	Thorough study of who will participate and what combination of events they will participate in will determine the scheduling on the time-table and determine the hours and days of the event. The kind of event will determine what events the programme will consist of and for how many events an athlete may enter.
2.	Facilities?	Do the facilities meet the requirements of the level of the event? Can the costs be	The number of facilities? Cost? Size? Equipment available?	If the equipment is not up to standard according to the IAAF and ASA Rules to either hire, borrow or buy new equipment.

		<p>met by the budget available?</p> <p>Will the facilities be sufficient/adequate host the number of spectators?</p> <p>Is the equipment available on the standard and level required by the event?</p>		<p>What can the budget carry regarding the costs?</p> <p>If the size of the stadium will not seat the expected spectators the ticket sales need to be planned and monitored accordingly to secure the safety of all.</p> <p>If television coverage is part of the event a Plan B could be thought through and planned and advertised at a reduced fee. The SWOT analyses will assist in the thinking process</p>
3.	The convenience of the date?	<p>Does it suit the athletes' needs?</p> <p>Does it suit the coaches' needs for competition?</p> <p>Does it suit the officials and the availability of technical officials and other personnel?</p>	<p>Invitations to other athletes to have full lane draws.</p> <p>Look at new dates</p> <p>Will the budget allow organisers to bring in technical officials or specialised officials from neighbouring schools, clubs or provinces?</p>	Budget capacity?
4.	Transportation?	<p>Do athletes and team management need transport from airport, station or hotel?</p> <p>Do technical officials need transport from airport, station or hotel?</p>	<p>Determine the number and size of cars, mini-buses or buses</p> <p>Determine who needs transport and when</p> <p>Compile a transportation plan and system.</p>	Budget implications?



		<p>Do VIP guests need transport from airport, station or hotel?</p> <p>Do you need to fly in technical expertise?</p>	<p>These answers will be determined by the level of the event and kind of event.</p>	
5.	<p>Availability of Technical Officials and other personnel</p>	<p>Who is available?</p> <p>What level of competency and knowledge is available?</p> <p>What areas are not covered and require technical officials?</p> <p>What level of technical officials should be brought in from outside?</p> <p>What do the event organisers need to pay the Technical Officials per day?</p>	<p>What is the standard of knowledge and experience amongst available officials?</p> <p>Will the budget allow importing key officials not available locally?</p>	<p>Determine cost per day of officials and refer to budget.</p>
6.	<p>Weather and weather predictions</p>	<p>What is the weather like at the WHERE and during the WHEN?</p>	<p>Put a plan B in place for the unforeseen.</p> <p>Who will decide on the weather conditions regarding the cancelling or postponement of the event?</p> <p>What effect will this have on the budget?</p>	<p>Budget could be affected?</p>
7.	<p>Competing events and holidays</p>	<p>What events will take place on the dates of the event?</p> <p>Weather conditions during that time at the venue?</p> <p>Adequate number of qualified</p>	<p>Will the answers to the questions have an influence on the financial income of the event?</p> <p>What influence will it have on the budget?</p> <p>Be informed about what happens in the country on that</p>	<p>Budget could be affected?</p>

		experienced technical officials available? Influence of other events identified on the event or can these be utilised to the advantage of the event to be organised?	date(s) and in the city where the event is to take place.	
8.	Time management.	What time is available and is needed to organise a successful event? Is enough time available to meet the outcomes set during the planning phase? Is there enough time to do a thorough planning session and to put the planning into action?	Determine what will be organised and what time is required <i>to address the</i> "What?" needs to be organised.	Plan a time schedule for the event and assess the proposed date that has been mentioned for the event

Source: Adapted from the American Sport Education Program - Event Management for Sport Directors (1996:2-3).

Having found answers to the questions, "*What?*" the "*Why?*" and the "*When?*" it is equally important to ask the "*Where?*" question. The "*Where?*" question needs to meet the IAAF and ASA standards of the "*What?*" (the kind of event) to be organised and for the "*For whom?*" (standard of athletes, e.g. international, world record holders - which has a bearing on the capacity of the stadium). Another aspect of the "*For whom?*" has to do with, for instance, special equipment, like pole vault equipment to cater for jumpers who clear more than six (6) metres, and to ensure a safe environment for these athletes to participate in.

#### Question 4: Where?

"Where?" refers to the city and the track and field stadium. In track and field events the answers to the "What?" questions will bring clarity regarding aspects such as "Where?" to present the event. Table 4.4 will assist the LOC members to consider some key questions to answer regarding the "Where?" question.

An example of event managers not taking into account the "Where?" and "For whom?" became apparent in 2004 when Okkert Brits, a world-leading pole-vaulter at the time, could not participate at two major events on the South African circuit (Absa Series, Secunda on 6 February 2004 and Absa Series Potchefstroom, 13 February 2004), due to inadequate facilities and equipment (landing mats not meeting the requirements for a six metre jump). The "Where?" (Stadium facilities) did not meet the standards for the "For whom?" (world leading athletes). At an event (Absa Series Potchefstroom, 13 February 2004), Fanie Jacobs, a leading pole-vaulter participated and was injured due to the poor facilities (again the landing mats did not meet the criteria for a jump of over six metres), which did not meet the standards of the IAAF and ASA (Van Wyk, 2004[a]:4).

An example where event organisers did answer the "What?" question, was when certain equipment at the stadium earmarked for the event ("Where?") was not up to standard. They attended to this equipment problem at the stadium and as a result this stadium in Potchefstroom was approved to stage the 2010 USSA Track and Field Championships.

**Table 4.4: Key questions regarding the "Where?"**

Nr.	Question.	What to ask?	What to consider?	Implications
1.	Stadium?	Which stadium will be used?	Does it have the appropriate equipment to meet the ASA and IAAF standards for the level of the event that needs to be organised? Consider the level of athletes participating.	Determine the need to budget for new equipment or to hire the necessary equipment.

2.	Programme of events?	Which events will form part of the event programme?	Does the individual equipment meet the standards for that specific event on the level of the event to be organised, e.g. discus cage (correct height according to IAAF Rules), pole vault equipment to jump more than 6 metres, etc.	Need to budget for new equipment or to hire the necessary equipment.
3.	Safety and Risk Management.	Is all the equipment safe and secure?  Has a Safety and Risk Management Plan been developed for the whole/full meeting?	Does the equipment meet the standards to secure safe participation?  Does the plan meet the standards and criteria of the Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010)	Determine the need to budget for new equipment or to hire the necessary equipment.  <i>cf.</i> Handbooks and Regulations on CD
4.	Complexity of the event.	Can the stadium accommodate the number of events that will take place?	Can two high jump events take place simultaneously, two long-jump areas available to enable heats to take place at the same time?	Two sets of high jump equipment. Two long-jump areas
5.	Complexity of the event regarding accommodation on and in the pavilion.	Can the stadium host the event and supply enough pavilion space for the teams and spectators?	Consider space for: <b>On pavilion:</b> Spectators Teams <b>In the pavilion:</b> Media Medical All the administration of the event – determine what is required according to the kind and level of event presented.	Might need to hire tents or temporary stands which have an impact on the budget.
6.	Level and kind of event.	What needs to be available to meet the criteria of the level of the event?	Determine needs according to the level of the event, for example, is a warming-up area available adjacent to the main track and pavilion? Does the stadium meet the standards for the level of the event to be organised?	Finding solutions might have an impact on the budget

7.	Accommodation of teams and athletes and other specialist groups	Will the “Where?” (regarding the city) have adequate accommodation available for the teams and spectators joining the different teams?	Determine what responsibility the LOC has regarding this topic.	Might have an impact on the LOC in the sense that another person might have to be co-opted to take responsibility for accommodation for: Athletes Media VIPs  Or, the LOC might only supply information regarding accommodation to all parties requiring accommodation.
8.	“Where?” in respect of the competency of the LOC	What needs to be organised? Level of competencies required? Do we have enough skilled and knowledgeable people to co-opt on LOC?	Are there enough competent people in the LOC to organise the kind of event at the required level?	Could have an impact on the budget if people must be hired, transported and if accommodation must be provided.
9.	“Where?” in respect of the competency of technical officials	Are there enough qualified competent technical officials available?	Do the organisers need to import certain key officials? How will this affect the budget and the questions “What will it cost?”, “Who pays?” and “Who leads?”	Could put a heavy burden on the budget.
10.	Equipment	Does the stadium have sufficient/adequate/suitable equipment to meet the level of event that needs to be organised?	Determine if the stadium has different brands and enough to meet the criteria of the event to be organised? Does the equipment meet the safety and security standards required at the level of the event to be organised?	Could have an impact on the budget:  Either buy or hire.

Source: Fourie (2010[b]:180; Act No 2, 2010 (Act, No 2 of 2010).

The "*Where?*" question, may be affected by weather conditions on the date and at the venue of the event. A seasonal characteristic of the region where the athletics will take place might be rain at specific times during the year, or other weather conditions that might cause the when to be a risk matter needing special attention. Rain during an event may render participation dangerous. Many tracks do have synthetic surfaces, but that does not take away the risk of injuries that could occur. Rain usually also has a negative impact on spectator numbers.

The Competition Director should include the Medical Director in the planning team to assess the safety and risk issues during bad weather to ensure the athletes' safety and to indicate whether the meeting should be postponed till conditions change or cancelled or terminated (Ammon *et al.* 2005:107; Wong & Masteralexis, 1998:90; Mulrooney & Farmer, 1998:273). The job descriptions of the competition officials mentioned here will be discussed at a later stage (*cf.* Tables 4.39 – Tables 4.75).

Organisers should consider weather conditions when determining the date and venue if these factors will have a major impact on the success of the meeting. Times and distances are negatively affected when the weather conditions are rainy and cold, as often referred to by athletes, coaches and media reporters (Borchardt, 2006:19).

The researcher, as event organiser, in conjunction with the Competition Director and the Technical Manager relied heavily on the recommendations of the medical team with regard to the risks at stake in rainy or other risky weather conditions at events. The major criteria that were taken into account were the injury and safety risks weather conditions held for the athletes and officials out on the track.

Once "*What?*" and "*Where?*" questions have been answered, "*Who for?*" questions need to be asked to determine the level of planning required to facilitate the performance level of participants, age group, the event magnitude, its complexity and unique characteristics.

### **Question 5: Who for?**

"Who for?" refers to the IAAF and ASA Continuum in terms of Phase 1 (8–11 years), the Foundation phase, where potential athletes (novices) are introduced to the sport at a young age when play rather than competition is emphasised. Phase 2 (12-13 years), is the participation phase, during which training and competition take place on a regular basis without much emphasis on results or achievements. Phase 3 (14-17 years) constitutes the Performance phase during which training is more focused and time and energy are invested in training to improve performance and compete on a higher level. Phase 4 (18-23+ years), is the Excellence phase during which a high standard of performance is expected and athletes have committed themselves to achieving the best results in national and international competitions (Fourie, 2009:70-73; IAAF Manual, 2002:131). It is clear that the different development phases of athletes each phase has its own expectations of track and field event organisers (Preller, 2010: Personal interview; Meyer, 2010: Personal interview). Arbeit (2004: Personal interview) emphasised that a track and field coach approaches coaching and the development of athletes scientifically.

Event organisers of track and field events in South Africa, especially at school and university level and not only at senior level should join hands with the coaches to support the ASA strategy in preparing the foundation (track and field events) for coaches to develop the athletes for glory and gold on the international circuit. If the coach works within a scientific environment, the event manager must plan and prepare the event in the same way.

Other questions and answers to consider are listed in Table 4.5 and identify other organisational aspects to consider when the "Who for?" question is answered and discussed. Boukes and Fourie (2004:4-6 adapted in 2007 and 2010 by the researcher) identify the following implications stemming from the "Who for?" question in Table 4.5. All medical issues discussed in this table stems from interviews the researcher had with specialist medical practitioners in the world of sport (Holtzhausen, 2012[a]: Personal interview; Strauss, 2007: Personal interview; Theron, 2007: Personal interview).

**Table 4.5: Questions to consider regarding "Who for?"**

Nr	Question	What to ask?	What to consider?	Implication
1.	Age groups e.g. 18, 12.	Proof of date of birth	Point at registration. Table + chairs. Staff member. Entry forms.	This has an impact on the administration section of the event. Organisers should have a control system in place to verify age groups and entries. Officials must know the rules and regulations of the competition and the national or provincial federation. Age groups will have an impact on accreditation. Age groups will have an impact on the spectators that has an impact on the medical care to be provided at the event. <i>Refer to Checklist 4 on CD</i>
2.	<i>Bona Fides</i> – confirmation of registrar's signature on the entry forms. (This is only applicable to schools events where cards of learners are requested or at tertiary level where student cards need to be submitted).	Manager to submit team's student cards according to entry list.	Point at registration. Table + chairs. Staff member. Entry Forms.	This has an impact on the administration section of the event. Organisers should have a control system in place to verify student numbers and entries. Officials must know the rules and regulations of the competition and the national or provincial federation. <i>Bona fides</i> will have an impact on accreditation.
3.	Accommodation: VIP	Impact on the LOC. Separate member on LOC to handle VIP accommodation.	Determine and apply protocol regarding VIP (very important people) guests. Determine the role security will play. Determine role of LOC regarding VIP- transport. Determine medical services that need to be provided.	This will have an impact on the administration and planning of the event.  Will have an impact on accreditation.



4.	Accommodation: Media	Impact on the LOC. Separate member on LOC to handle media accommodation. Accommodation for media to be dealt with separately from athletes' and VIP's.	Determine needs of media regarding accommodation. Determine registration process. Determine transport needs. Determine technical needs. Determine medical care that needs to be provided.	This will have an impact on the administration and planning of the event. Will have an impact on accreditation.
5.	Accommodation: Athletes and management team.	Information provided – own responsibility.  Actual booking. Providing accommodation on campus, for example.	Organising secretary sends out information.  Design. Accommodation booking forms. Send to all teams. Determine D-date for closing bookings. Notifying teams where to report. Finalise payment procedure and communication to teams. Table and chairs at registration.  Staff members. Chaperones to accompany teams to accommodation.	Obtain information from City's Tourism Bureau.  This has an impact on the administration section of the event and the medical services that need to be provided.  Organisers should have a control system in place to verify booking of accommodation and payment. Officials must know the rules and regulations of the organising committee. A control system regarding registration, payment and entrance to residences should be in place and known to all involved. Will have an impact on accreditation.
6.	Accommodation: Technical officials	Impact on the LOC. Separate member on LOC to handle Technical Officials' Accommodation. Accommodation for technical officials separate from athletes, VIP and media.	Determine needs of technical officials regarding accommodation. Determine registration process. Determine transport needs. Determine medical care that needs to be provided.	This will have an impact on the administration and planning of the event. Will have an impact on accreditation.
7.	Equipment	Questions to ask: Does stadium meet	The higher the level, the more complex the event becomes in	This will have an impact on the administration and planning of the

		<p>the standard for the event to take place – taking into consideration the "What?", "Where?", "Why?" and "Who for?"</p> <p>Will athletes with disabilities take part?</p> <p>On which level will the event be pitched, e.g. National, International, etc.</p> <p>Safety of equipment including the cages, landing areas and mats.</p>	<p>terms of equipment.</p> <p>The basic standard at all events – equipment needs to meet the ASA and IAAF standards.</p>	<p>event. <i>Refer to Checklist 19</i></p>
8.	Stadium and pavilion	<p>Determine requirements regarding seating on pavilion:</p> <p>Athletes;</p> <p>VIP;</p> <p>Media ;</p> <p>Technical Officials.</p> <p>Determine role of Crowd Management and Security Management.</p> <p>Determine facilities that need to be available for the medical care team.</p>	<p>Team of LOC responsible to mark designated areas.</p> <p>Report need for security for each area.</p> <p>Will have an impact on accreditation.</p> <p>Allocate a specific member on LOC to Crowd Management and Security.</p> <p>Allocate a specific member of the LOC to liaise with the Medical Director and his/her team.</p>	<p>This will have an impact on the administration and planning of the event</p> <p><i>Refer to Table 4.80 on CD</i></p>
9.	Number of spectators	<p>Determine :</p> <p>Age + number.</p> <p>Number of days – event + time.</p>	<p>Will impact on the following:</p> <p>Kind of refreshment stalls.</p> <p>Number of refreshment stalls.</p> <p>Time of day will determine what to have available at stalls.</p> <p>Crowd management.</p> <p>Ablution blocks (toilets) per number of spectators.</p> <p>Ticket Sales</p> <p>Medical Services available.</p>	<p>LOC to see to the appointment of stall owners.</p> <p>Co-opt member on LOC</p>

10.	Risk Management	Determine level of participation. Determine Risk, Security according to level of event.	LOC needs to co-opt SAPD, Security, Traffic officials, Medical Director on LOC.	Assign a person on LOC to coordinate the Risk Management.
11.	Traffic Management	Determine "Who will participate?" and "Who will watch?"	Determine if traffic officials will be needed and/or car watch needs to be organised. Determine if buses of athletes need to be escorted. Determine if VIP cars need to be escorted. Determine designated parking areas. Determine designated areas for medical vehicles – exit routes.	Assign a person on LOC to coordinate the Traffic Management.
12.	Emergency vehicles	Determine Level of Event and Type of Event.  Determine the level of medical services required.	From a medical emergency perspective organisers need to assure that ambulances have unlimited access from the competition area to the public road.	Assign a person on LOC to coordinate the emergency vehicles
13.	Media involvement	At what level will this event be pitched?  Who will be participating? (The higher the level of participation the more media will pitch).  Determine the following: Will TV be present; Will Radio and how many stations be present;  Will the press be present and how many will be present.	The level and " <i>the who</i> " will participate will determine the number of media and the kind of media that will be present.	Assign a person on LOC to coordinate the Media. <i>See Checklist 106 on CD regarding Media.</i>  Assign LOC member for Press Launch and Press Releases.

		<p>Determine if a Press Launch or Conference will take place.</p> <p>Determine who will be responsible for the Press Release?</p>		<p>Identify person on LOC or Co-opt a person.</p>
14.	VIP	<p>Determine the level of VIPs.</p> <p>Determine the protocol attached to the level of VIP identified.</p> <p>Determine the level of security needed for the level of VIPs that will be involved.</p> <p>Determine parking for the VIPs</p> <p>Determine if transport will be required</p> <p>Determine if accommodation is needed and who is responsible for organising it.</p>	<p>The level and "<i>the who</i>" will participate will determine the number of VIPs and the kind of VIPs that will be present.</p> <p>The level and "<i>the who</i>" will participate will determine the number of VIPs and the level of VIPs that will be present, and the kind of Security that needs to be present.</p> <p>The level and "<i>the who</i>" will participate will determine the number of VIPs and the kind of and number of parking spaces that will be needed.</p> <p>The level and "<i>the who</i>" will participate will determine the number and kind of VIPs, and the kind of accommodation that will be required, as well as the numbers.</p>	<p>Allocate an LOC member to the VIP portfolio.</p> <p>With a higher level of VIP presence, an LOC member needs to be co-opted with the necessary protocol knowledge, especially when government level VIPs will attend.</p>

To answer many of the questions and adhere to the Safety at Sports and Recreational Events Act, 2010 (*cf.* Act, No 2 of 2010) the event organisers need to benchmark the Act, No 2 of 2010 with all the discussion in the LOC meetings and

within the specific committee groups attending to different aspects of the event as mentioned in Table 4.5 above.

The answers to the questions in Table 4.5 will be determined by answering the "*Who for?*" question. Several of the points identified in Table 4.5 will be discussed under the separate checklist as referred to in the table, with details of each aspect that needs attention. Once the "*Who for?*" has been identified clearly and the impact of the complexity of the event has been determined, the "*Who watches?*" becomes significant. Knowing "*Who for?*" will not only impact on the LOC but also have an impact on "*Who watches?*" referring to the spectators.

### **Question 6: Who watches?**

If the "*Who for?*" question includes, for example, Olympic and world record holder in the pole vault, Yelena Isinbayeva (5.01m, Helsinki, 12 August 2005) from Russia (Le Roux 2006[d]:22), as well as the number one ranked sprinter and World Record holder, Usain Bolt, 9.69 seconds, (Olympic Games 16 August 2008, Beijing, China) and 19,30 seconds, (Olympic Games 16 August 2008, Beijing, China), fellow team mate and former world record holder, Asafa Powell (former world record of 9.74 seconds, 9 September 2007, Rieti, Italy) (Matthews, 2008:185; Hauman, 2009:4), and the young 2011 world sprint champion, Yohan Blake [100 metres, 9.92 seconds in a seasons best time] (Lowe, 2011:1-2), it will impact significantly on the number of spectators that will turn up for the event.

It will have, for example, an impact on the kind of spectators, the time of the event and the kind of refreshment stalls that need to be open at the event. Schools' events and the South African Junior Athletics event are unique as to the kind of spectators drawn, as parents, brothers, sisters and grandparents make up a huge component of the spectators. This will have an impact on the traffic, ticket sales, refreshment sales and many more that will be identified in the brainstorming sessions and benchmarking with the different checklists.

Table 4.6 lists a number of areas the "*Who watches?*" (Spectators) will have on the organisation due to the "*Who for?*" (the level of athletes as described above). The

researcher, in organising major track and field events, attended to the following areas according to answers to the questions and lessons learnt from the Ellis Park Soccer tragedy of 11 April 2001 where 43 people died and 158 were injured in South Africa's worst-ever sport disaster due to overcrowding, an ill-timed announcement that the stadium was full, the use of teargas, and the unruly spectators' behaviour that led to the disaster (Alegi, 2004:233). The commission of enquiry that was led by the Honourable Justice BM Ngoepe (Judge President: Transvaal Provincial Division of the High Court of South Africa) brought out a report and in summary reported on the following important facts that led to the disaster (Ngoepe, 2002). Thirteen (13) contributing factors were highlighted by the commission, namely:

- Poor forecast of match attendance (*cf.* W-question – "Who for?" "Who Watches?" and "Where?" referring to number of seats);
- Failure to learn from the lessons of the past (*cf.* Debriefing, sub system 4);
- Failure by the role players to clearly identify and designate areas of responsibility (*cf.* Checklist 3 on CD);
- Absence of overall command of the Joint Operation Centre (JOC) (*cf.* Checklist 15 Safety & Risk Management on CD);
- Inappropriate and untimely announcement on ticket sales and when the tickets were sold out (*cf.* 15 Key steps);
- Failure to adhere to FIFA and South African Football Association (SAFA) guidelines;

Spectator behaviour (*cf.* Risk Management and Crowd Management: Checklist 15 and Table 4.81 on CD);

- Sales of tickets at the venue and unreserved seating – no proper detail
- planning went into the ticket sales (*cf.* W-question "Where?" referring to capacity of stadium, ticket booths and sales, quality control);
- The use of teargas;
- Corruption on the part of certain members of the security personnel (*cf.* Risk Management – Chapter 2);
- Failure to use the big screen;
- Inadequate public address system;

- Failure by the Public Order Police Unit to react timeously and effectively (cf. Risk Management – Chapter 2).

This report (Ngoepe, 2002) referred to the importance of pre-planning at any event which clearly relates to and includes the answers to the W-questions. The more advanced the level of participation, the more the following aspects in Table 4.6 will be applicable to stage a safe and successful event.

**Table 4.6: Areas to consider in relation to the question "Who watches?"**

Nr	Question	What to ask	What to consider	Implications
1.	Capacity crowd or more.	Number of seats on stadium.	Ticket sales. Monitoring of sales. Plan B regarding catering for excess crowds. Act, No 2 of 2010: 19. Event ticketing 20. Spectator access control 22. Prohibited notices 23. Spectator exclusion notices	Could affect the number of LOC members and the competencies that are needed.
2.	Parking.	Secure parking for: Spectators; VIPs; Technical Officials; Buses of athletes; Media.  Safety and Security.	Safety. Sufficient parking to cater for the specific group.  Easy and safe access to stadium.  Has a financial impact on the event. Take into account the number of spectators and the kind of event. Act, No 2 of 2010:21. Vehicle access control	Allocate an LOC member to this section.
3.	Risk Management.	A well organised risk management programme to be established.	Contract the SAPD; Traffic Dept.; Fire Brigade; Medical Staff; Security Company in the planning of the Risk Management programme. Act, No 2 of 2010: All	Co-opt members identified from SAPD, Traffic Dept. Medical Staff; Security Company, etc. on LOC.

			components discussed in the Act.	
4.	Refreshment Stalls.	Cater appropriately for customer-friendly service and clientele expected.	Adhere to the local Provincial Government criteria. Take into consideration the composition of the spectators. Act, No 2 of 2010: 10. Vendor Control	Co-opt member on LOC.
5.	Traffic	The more cars and buses involved (VIP'S and Technical Officials), the more complex the traffic becomes.	Designation of different parking areas.	Co-opt the Traffic Department on the LOC.

Each of these topics are discussed in this chapter and refers to checklists on CD to assist the LOC to attend to detail regarding each of these topics listed in Table 4.6 with reference to the Safety at Sports and Recreational Events Act 2010 (*cf.* Act, No 2 of 2010)

The questions asked up to know all have an impact on the "*Who leads?*" question. The higher the level of the event, the higher the intricacy of the event and the more complex the organisation becomes. This will have a direct impact on "*Who leads?*"

### **Question 7: Who leads?**

The characteristics and the complexity of the event go hand in hand. The more complex the event, the more complicated the planning process becomes. The more complicated the planning becomes, the more needs must be satisfied. This has an impact on the "*Who by?*" (LOC) discussed in the W-strategy and will determine the skills required to organise the event. Before establishing the LOC, the Executive Committee must gain a clear perspective on the characteristics and the complexity of the event. This is research that the committee needs to do to enable them to establish a well-skilled and structured LOC for the specific event that should be organised. The complexity of the event has a direct impact on the **WHAT** needs to be organised as well as the level and variety of skills that need to be available within the LOC. It is important to analyse the event first regarding the characteristics and



complexity which will be driven by the level of competition and the "*Who for?*" before the final composition of the LOC is established.

Knowing the "*What?*", "*Where?*", "*When?*", "*Who for?*" will now allow the executive committee to establish a well-structured organising committee. The **WHO** requested the meeting will determine the composition of the LOC and determine the skills that are required regarding the LEADER or CHAIRPERSON of the LOC. Watt (1998:4) maintains that when the "*What?*" element of event planning is complemented, the second inevitable question is: "*Who will lead?*" the organising committee.

It is evident that complex events will demand a higher level of operational and leadership skills backed by comprehensive knowledge of the nature of track and field events in meeting the standards of the event being planned and organised. Leadership also involves the ability to identify the range of skills that requires development as part of the event planning process. The leader should have the personality and the skills to bring people together, to provide strategic direction, and to motivate team members. In a well-skilled, functional LOC team, the leader leads LOC members to performance through example and keeps them focused on the event purpose and objectives and, therefore, cannot be a person that is not fully focused on what needs to be done (Fourie, 2012[e]:56; Gouws, 1997:49). Watt (2003:193-195), ties event leadership skills to organisational abilities, understanding the detailed components of the planning process and people skills. It is important to realise that the LOC or the "employer image" as referred to in literature, has a crucial exponential effect on the results or outcome of the event (Van Dyk & Herholdt, 2004:25).

The person taking on the responsibility to lead the "*Who by?*" needs to be competent, knowledgeable and willing to take new members by the hand, to monitor and apply secure quality control measures in pursuit of organising a successful event. The composition of the LOC is the make-or-break factor in the success of the event. This component was lacking in the LOC of the 2011 USSA Athletics Championships in Stellenbosch as the member that was responsible for the registration process did not understand what her responsibility was. The leader did

not attend to her lack of knowledge and as previously indicated the researcher had to attend to these unforeseen situations (none of the manager's documentation was prepared: for example race numbers for the athletes, pins, withdrawal forms) which led to a time delay of two hours. The leader needs to be hands on and be willing to co-opt knowledgeable people in the areas the committee lacks expertise. The leader should take the organising team with him/her through the brain storming session to enable each person to buy into the purpose and objectives of the event. This requires specific leadership skills from the leader. Tables 4.7-4.8 identify specialist areas in which the leader could and/or should consider co-opting special services. Although limited studies on leadership in sport have been done, Kent and Chelladuria (2001:139) note, "While leadership has been an immensely popular area of study in industrial and organisational psychology, research on the topic of sport management has been largely focused on coaches rather than administrators." Lussier and Kimball (2004:354) refer to ordinary leadership theories as adequate to apply within a sport application. Leaders need to influence people to work to achieve the objectives and goals of the event. Frequently *managers* are used interchangeably with *leaders*. This should not happen as managers are not necessarily leaders, and leaders not necessarily managers.

Leading is a management function (planning, organising, leading, and controlling). Effective managers focus less on "being the boss: and much more on having a vision, on having a direction and a destination, and finding ways to get there – leading the team to the goal" (Lussier & Kimball, 2004:354). Jack Welch (*cited* in Maxwell, 2011:199) refers to the leader's role as not to control people or stay on top of things, but rather to guide, energise, and excite people. The leader or chairperson in the context of athletics will not have all the knowledge of the different areas that need to be organised and therefore will have to co-opt competent people in the quest to meet the objectives and goals of a successful event. Embracing the attitude that Welch (*cited* in Maxwell, 2011:199) suggests will be one of the best characteristics of a successful leader.

To assist this process the following can be taken into account when selecting a chairperson. The chairperson of the LOC should be a person who has experience in

event management, with special emphasis on track and field event management, the necessary skills, and an in-depth knowledge of management to be able to guide and steer the committee to reach the ultimate goals set out in the objectives and purpose statement of the event. People skills will be an asset to ensure successful management and leadership of the LOC.

John Maxwell (2011:2) maintains that leadership resides in a leader who is a person that influences people, and the more he/she increases his/her influence, the more effective he/she becomes as a leader. The more the leader can influence, stimulate and lead the group (LOC) towards excellence, the more successful the event will be. The more confident and reliable the leader, and the more integrity is a high priority for him/her, the more successful he/she will be able in leading and directing the process, as leadership is a process, not a position (Maxwell, 2011:2). According to literature (Maxwell, 2011:283; Parks & Quarterman, 2004:179-180; Glad & Roe, 2002:14; Watt, 2003:41-42; Getz, 1997:143), the following valuable attributes are identified for a successful leader, as adapted for a leader in the sport industry: Table 4.7 will list the valuable attributes and identify what the value of each of these attributes is in organising a successful event.

**Table 4.7: Valuable attributes skills and characteristics for a successful leader**

Nr	Attributes, skills and characteristics	Significance and value
1.	Supervisory abilities	Leaders will get the job done by delegation, using the four functions of management, e.g. planning, organising, leading, and controlling, and will create an atmosphere where trust will develop amongst the leader and the committee member.
2.	Supervisory abilities	Leaders have a need for occupational achievement. They seek responsibility. They work hard and need to work hard to succeed; not only within themselves, but in organising the event as well. A successful event is their success; they have the ability to bring all on board.
3.	Intelligence	Leaders need good judgment and need to have the capacity to think on their feet, be positive thinkers and good listeners. They know how to lead members to take control and ownership of their responsibilities.

4.	Decisiveness	Leaders have the ability to screen a problem and identify steps to solve the problem by making sound decisions.
5.	Self-assurance	Leaders view themselves as capable of coping with problems. They behave in a manner that shows they have confidence.
6.	Initiative	Leaders are self-starters – they see what needs to be done (vision) and they get it done without prompting they have the ability to see to it that things get done.
7.	Effectiveness	Leaders are people that have leadership qualities that will make them effective leaders with initiative. They have no time to waste; know the purpose of the event and the objectives to work towards the purpose.
8.	Influence	Leaders have a great influence on their members, must motivate them and be involved in their skills training. Leaders are required to identify the shortcomings in members regarding knowledge and ability and to assist them to meet the criteria.
9.	Development	Leaders are prepared to develop in leadership on a daily basis; to learn through mistakes and to not allow mistakes or to nourish negative thoughts, but rather to foster positive thoughts.
10.	Direction	Leaders give direction towards achievement of the aims, goals and purpose of the event.
11.	Commanding respect through the spoken word	Real leaders will command respect from his members who will listen and do what is asked when they speak.
12.	Inspiring and showing trust	The key to a productive relationship is mutual trust, which gives momentum to the process.
13.	Ensuring a skilled team	Leader ensure that their teams are skilled, make use of the team's energy and talent, and entrust them with authority.
14.	Ability to chair meetings	Leaders have the ability to chair meetings, and not to dictate and ignore members' input.
15.	Position in community	Leaders enjoy prominence in local activities thanks to their knowledge of the wide spectrum of athletics activities.
16.	Having contacts	Leaders have a wide circle of influential friends and contacts.
17.	Possessing interpersonal relationship skills	Interpersonal relationship skills are built on a sound foundation of trust.
18.	Fostering group dynamics	Leaders understand and develop group dynamics.
19.	Attending to individual needs	Leaders attend to individual needs.
20.	Ability to identify needs and lack of knowledge or skills of members and advise.	Leaders are prepared to advise where necessary and listen, listen, and listen.
21.	Ability to deal with a variety of opinions and advice.	Leaders are willing to listen to a variety of opinions and accept and integrate appropriate ideas. They do not think that they know everything and realise one is never too old to learn.
22.	Ability to focus on the core issues	Leaders focus on what is important and reach meaningful, simple answers to complex problems by keeping the details to themselves.

23.	Ability to identify a lack of knowledge and skills	Leaders are prepared to co-opt competent people in specialised areas where knowledge and skills lack in a committee.
24.	Aim at quality	Quality is the aim not quantity.
25.	Attitude of a leader	Leaders do not take anything for granted, but neither do they re-invent the wheel - usually someone has been there before.
26.	Being in control	Leaders are in control of expenses and stay within the budget. They double check everything – one can never be too sure and they don't take anything for granted. They do not believe things will just be right – they check, check and once again, check. Quality control is a priority. They pay attention to detail and control and do not assume something will meet the standards of the IAAF and ASA – never to assume cannot be over emphasised. Leaders keep the LOC focused on the objectives, aims, and purpose of the meeting.
27.	Willingness to learn from mistakes	Leaders are always ready to learn from mistakes – their own and those of others
28.	Positive attitude towards debriefing	Leaders are critical during the de-briefing session and learn from experience
29.	Not inclined to take it for granted that all members know what to do	Leaders keep in mind that every event is somebody's first.
30.	Being aware of the unforeseen and unknown.	Leaders realise that every event might surprise them with a first and unknown or unforeseen occurrence, no matter how well they know events.
31.	Being aware of the purpose of the LOC	Leaders realise and recognise that the LOC exists for the athletes and the athletes' needs.
32.	Having a motivating attitude and approach	Leaders realise that motivated, well-informed teams are the key to success.
33.	Being aware of own limitations.	Leaders realise that if they cannot do something well, they should not do it at all
34.	Marketing focus.	Leaders realise that good publicity is vital; no one will come and watch if they have not read or heard of the event. They are aware of ways to market events without costs.
35.	Understands when to be firm and take control.	Leaders realise nice guys come second. It does not matter how good a team is, if the leader is weak and cannot take control when necessary, the event will not succeed.
36.	Budget control.	Leaders never estimate a budget unexpected expenditure will always surprise you.
37.	A Leader has the most current IAAF and ASA Rule books at hand.	Leaders will use the most current rulebooks of the IAAF and ASA.
38.	Be aware for the unforeseen and unexpected.	Leaders will be able to analyse the problem, seek solutions, and think on their feet.
39.	Understand the process to	Leaders will put all agreements and contract details in writing and

	follow regarding contract and other arrangements	have it duly signed.
40.	Understand how to obtain and deal with sponsors.	Leaders will involve the sponsors where applicable. Be clear on what the sponsor takes responsibility for and what the sponsor expects from the LOC.
45.	A Leader knows his limitations.	Leaders acknowledge when they do not have a solution, but humble and prepared to seek a solution.

Source: Maxwell, 2011:283; Parks & Quarterman, 2004:179-180; Glad & Roe, 2002:14; Watt, 2003:41-42; Getz, 1997:143.

The chairperson needs to know that although great care has been taken regarding establishing the LOC, there may be areas where the committee lacks experience and specialist knowledge. The co-option of and investment in professional people (e.g. medical doctor, electrician, etc.) to cover any identified gaps and needs will benefit the endeavour to organise a successful event. The ground document to use to assist in the professional assistance will be determined by the needs that have to be met to satisfy the Safety at Sport and Recreational Events Act (Act, No 2 of 2010).

The areas addressed in the mentioned Act are areas where spending money (budget items) to guarantee service delivery and secure adherence to the professional knowledge standards of the IAAF, ASA, National Government, Provincial Government and Local Government will be beneficial to the success of the event and will add value to the performance of the athletes (Watt, 1998:180-181). When spending money on services the criteria should always be: What value will it add for the athlete, the competition and the safety of all people present?

Complex events will demand a more advanced level of operational and leadership skills supported by a comprehensive knowledge of the nature of track and field events in meeting the standards set for the event being planned and organised. For the LOC members to support the *leader*, is as imperative as the "*Who leads?*" the LOC. Having appointed a leader/chairperson (not necessarily the chairperson or president of the association), it is necessary to establish the local organising

committee. Knowing the "*What?*" to organise and the "*Who?*" requested the event to be organised, the LOC (*cf.* Checklist 3 on CD) can be identified according to "*What?*" needs to be organised. When convening the LOC and its chairperson all the above-mentioned skills (*cf.* Table 4.7) need to be taken into account.

**Question 8: Who by? Establishing a Local Organising Committee (LOC) (*cf.* Checklist 3 on CD)**

Consideration when establishing the LOC the employment brand (people skills to match the level of expertise needed for the level of the event) is taken into consideration by the researcher and also information by interviews with Gerrit Coetzer (IAAF Technical Delegate, on 6 September 2008, Bloemfontein and on 18 April 2011, Bloemfontein) and thorough literature studies using the ASA – The ASA Technical Manual for Officials (2002) - Version one; IAAF Handbook (International Amateur Athletics Federation), 2002-2003 and Boukes and Fourie (2004) - Notes and checklist compiled for SASSU Athletics.

When asking the W-questions in your planning strategy the KIND of event (school, club, national) will answer several of the organisational questions and lead you to establishing a local organising committee to meet the standards of what needs to be organised at the level of the event (*cf.* Checklist 4 on CD). According to the checklist for the establishment of a local organising committee (*cf.* Checklist 3 and Checklist 4 on the CD) the factors that may influence the organisation and serve as a reason for establishing a local organising committee must first be identified. These factors are related to the principles of planning an event. The event manager can use Checklists 1 and 2 on the CD to plot the core information regarding the event to ensure that all involved know the details of the event and buy into the event.

This will enable the LOC to determine time schedules to complete the job assigned as decided at the LOC meeting. The checklist will furthermore assist the event manager to determine the number of people required in the LOC to accomplish the planned aims and objectives to organise a successful event. Knowing "*What?*" you are organising will guide the process to establish the local organising committee.

Checklists 3 and 4 on the CD serve as a guideline for the establishment of the LOC. Just as important as the *"Who leads?"* is the composition of the local organising committee determined by *"Who by?"*

Although the local organising committee (LOC) is not always hand-picked, but often comprises the elected executive, the teacher at the school assigned to the project, or the sport manager at the school, the coaches, or teachers, the chairperson of the LOC needs to know the skills and strengths of his/her committee and know when to co-opt. When appointing the LOC, the persons taken on board should meet specific criteria, *inter alia*, knowledge of a track and field event, the striving to deliver quality work, skills in the specific area of responsibility and the ability to adapt to new circumstances. They should show loyalty towards the purpose of the event, and willingness to abide by the leadership and direction given by the leader (IAAF Manual, 2002:15).

Michael Jackson (Jackson, 2006:19) claims that *"Hollywood would never send out an inexperienced crew to film a potential blockbuster, nor would it allow a bunch of unknowns to get starring roles unless they had been carefully schooled, coached and had the basics of an acting talent to begin with"*; therefore, why would a track and field event be any different?

The characteristics and the complexity of the event will furthermore dictate the composition of the committee. Here the checklist (*cf.* Checklist 2, 3 & 4 on CD) could assist the management meeting in establishing the composition of the LOC by marking the different categories listed in the checklist to decide who and what level of skills will be necessary. Aspects to take into consideration when establishing the local organising committee are listed in Table 4.8

**Table 4.8: Aspects to consider when establishing a local organising committee (LOC)**

Nr	What?	What to consider?	Elucidations
1.	Size.	The number of areas that needs specialist attention hat must the Committee organise?	For large and complex events the LOC will comprise more members than will be the case with smaller

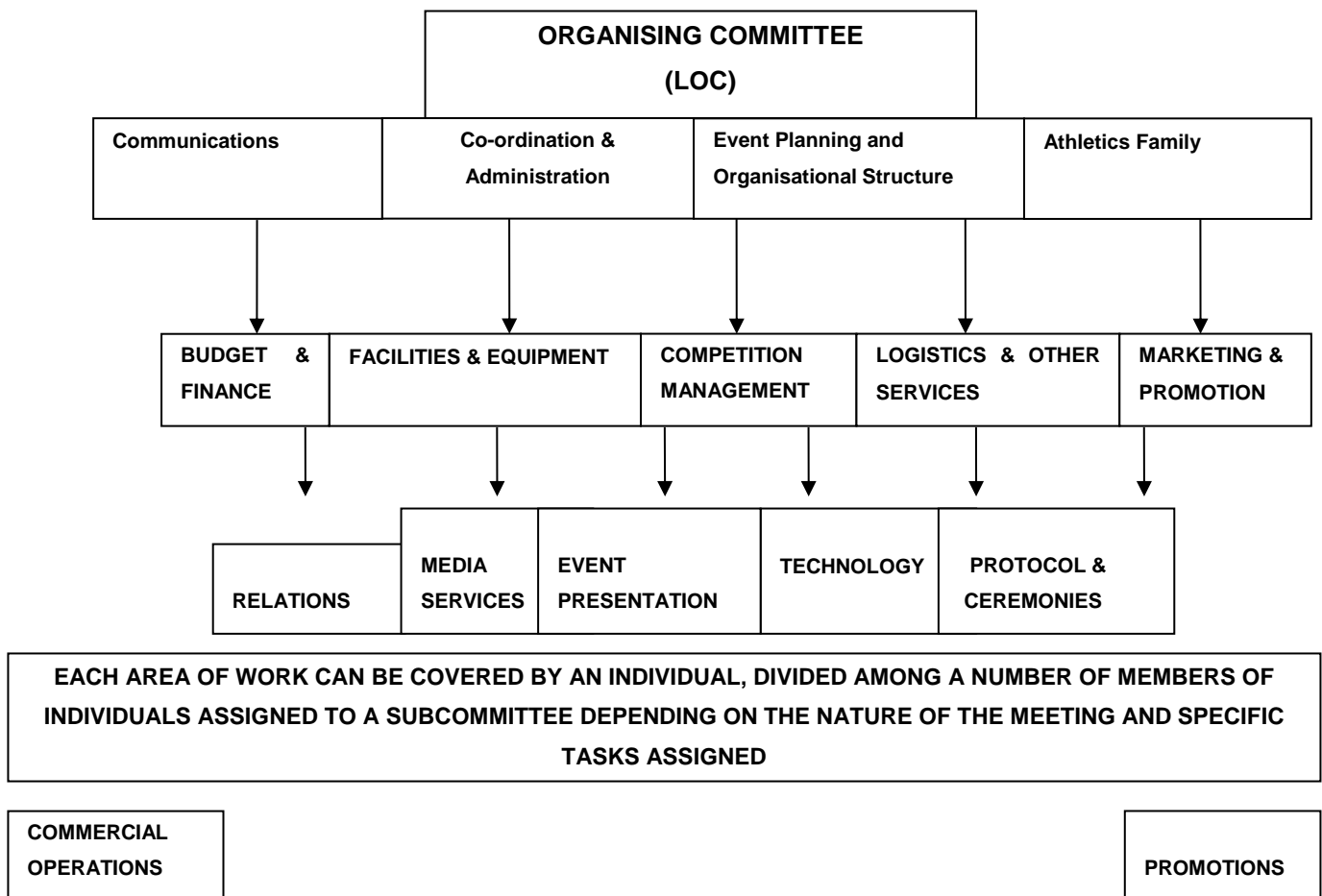


			<p>events.</p> <p>The prestige of the participants, expectance of the presence of VIPs among the spectators, the expectance of qualifying or record performances, amongst others will affect the size of the LOC.</p>
2.	Balance.	Which are critical for decision making and planning? Which areas to be covered are 'nice to have's'? Is there a balance in terms of knowledge, skills and experience amongst members?	<p>Prioritise areas, skills and knowledge; areas such as administrative, catering, programme management, etc. and ensure a balance between the importance of the area and the number of members to take responsibility for it, as well as the level at which these members will be able to operate (measured in terms of knowledge, skills and experience)</p>
3.	What needs to be organised?	Main focus areas.	<p>Co-ordination and administration;  Finance;  Facilities and equipment;  Competition Management;  Logistics and other services required;  Marketing.</p>

Source: Fourie, 2012[e]:5; IAAF Manual, 2002:15.

A larger event could have a LOC with sub-committees responsible for certain areas of the total plan to be organised. Such a committee, as indicated in Figure 4.1, could consist of:

**Figure 4.1: Structure of a Local Organising Committee**



Source: Adapted from Barra, *et al.* 2003:2; Glad & Roe: 2002:14.

A significant question that has an impact on the "Who by?" as far as the local organising committee is concerned, is whether the television and radio will broadcast the event live. This will have an impact on the programme and the composition of the programme, and, amongst others, the results plan for the event - leading back to "Who by?", and once again relying on the organising committee's ability, knowledge, and skills. It is always good for the event manager and the media liaison officer to meet with the managers of television and radio who will be responsible for the event to discuss the expected outcomes and administration of the event prior to the detailed planning in order to include requests they may have. The environmental analysis (*cf.* Chapter 2), including the detailed answering of the W-questions, forms the foundation to establish aims and objectives incorporating the SMART

methodology when formulating the aims and objectives in order to plan and organise a successful event. Checklist 3 on the CD will guide the chairperson in the compilation of the local organising committee.

Once the LOC is established, the chairperson can call a meeting and place the event into perspective to enable the convener of each area of responsibility to successfully organise that area of responsibility. It will enable the chairperson to motivate the team in taking the first steps in organising a successful event. When the team has bought into and understands the importance of the event and has formulated its objectives to reach the ultimate goal of the event, the chairperson can activate the different areas of responsibility. The convenor needs commitment to the job required in each area of responsibility. Each area of responsibility is discussed in a separate checklist (*cf.* Checklists on CD) that will follow.

In Table 4.9 the strategy of the LOC is tabled to enable them to benchmark their approach to meet the criteria of a successful track and field event.

**Table 4.9: Strategy of the local organising committee**

Nr	Topic	What to achieve	Comments
1.	Meeting.	Deliver a technically excellent meeting.	Ensure people involved in the layout are knowledgeable and skilled according to the most current technical rules of the IAAF.
2.	Technical Layout.	Know which track and field numbers have a complex layout.	Identify the events prior to layout; ensure that the people involved in the layout are skilled to meet the standards.
3.	Events in programme.	Provide an opportunity for one or more identified group(s) of athletes.	Take into account the continuum of athletes (four stages) identified by the IAAF ( <i>cf.</i> Fourie, 2008[a]: Table 3.5 + on CD Figures and Tables).
4.	Create sufficient opportunities for all stages in the IAAF continuum to participate.	Adhere to the needs of the coaches for their respective athletes.	Event Organisers can assist athletes and coaches to reach their goals on their way to gold by organising events to assist them on this road to glory.

5.	Create opportunities for all athletes.	Including schools, students and other athletes.	Also focus on athletes in the different disability categories.
6.	Athletes with disabilities.	Abide by the IAAF Rules.	
7.	Sponsors.	Assist sponsors where applicable with promotion of their products or services.	Be very sensitive to the needs of the sponsor and try to meet what they expect from you as organiser.
8.	Finance.	Compile a thorough all -inclusive budget.	Keep to the budget and manage the budget with a tight hand.
9.	Involve volunteers.	Get the community involved, including Persons with disability School learners Students, especially those in the learning programmes of Sport Management, Sport Sciences and sport coaching.	This will open up opportunities for the students to gain experience in event management.
10.	Spectators	Attract spectators and visitors to the city.	Use a SWOT Analysis to determine the strengths of the event and use it in the marketing strategy.
11.	Host City.	Provide maximum exposure for the host city.	Use a SWOT Analysis to determine the strengths of the event and use it in the marketing strategy; take hands with the host city to strengthen the marketing strategy.

Source: Boukes & Fourie, 2004:40.

LOCs should always abide by this strategy, as it does not only apply to major national and international events, but to all events, including early season and school meetings. Athletes and coaches need to have distances and times recorded to adapt training programmes, coming from an off-season training programme. The technical aspects of such an event are no different from those of an international event. This also applies to the first meetings of the season, even the first schools meetings held at schools where the aim is more on participation (mass participation) of athletes, but even such a meeting has significance to the more focused athletes and their coaches (Botha, 2012: Personal interview).

If ASA has requested the event, e.g. the SA Senior Track and Field Championships, ASA will demand to have ASA representatives on the LOC. Table 4.11 (Tables on CD: 11 & Checklist 3 on CD) will assist event organisers to identify the members that should be on the LOC as sufficiently experienced in organising events. The table lists the different possible representatives that could form part of the LOC. The level at which such representative should form part of the LOC is also addressed in the table. Comments to clarify certain positions form part of Table 4.11 too.

The way in which the local organising committee is to be established, will be dictated by the level of the event and "*What?*" is to be organised. Checklists 3 and 4 (Checklists on CD: 3 & 4) will serve as guidelines taking into consideration the guidelines in Table 4.11. Once the LOC has been established the committee may continue with the planning of the event.

Table 4.10 will assist the local organising committee to complete the planning of the event and to ensure a well detailed plan for the event, taking into account what could jeopardise the event. The application of the W-questions should be done as indicated in Checklist 2 on the CD, based on the experiences of the researcher in organising events by incorporating the following example of a SWOT analysis framework:

**Table 4.10: The SWOT analysis framework**

<p><b>STRENGTHS</b></p> <p>Why – National championships/ Trials          When – Holidays – many spectators          Where – stadium - big enough and suitable equipment and technical officials.          LOC experienced and knowledgeable          Who for - all affiliated provinces          Who watches – parents of athletes and other family and general public?</p>	<p><b>WEAKNESSES</b></p> <p>Not sufficient funds.          Student / school holidays – potential spectator loss</p>
<p><b>OPPORTUNITIES</b></p> <p>Top 20 Cricket          Finance          Special packages for families</p>	<p><b>THREATS</b></p> <p>Funds can have impact on quality of technical officials.          Top 20 Cricket to take place the Saturday – day-night</p>

In a case where a lack of funding is a threat to an event in terms of the quality of the technical officials, the committee will have to examine possibilities of other sources of income, for example, an entry fee per athlete and per team. Smaller sponsors to cover costs, for example, of the meals of the officials, could be considered. Such innovative and creative thinking could change the finances from a threat to an opportunity that might even change into strength of the meeting. The purpose of the SWOT analysis is to focus on the strengths and to identify the weaknesses and the threats. The perceived threats should be brainstormed to try and change them to opportunities which may turn into strengths. Having the LOC members on board with the SWOT analysis will contribute to making them an integral part of the organisation and to buy into the objectives and purpose of the event.

During the planning process of the 2010 USSA Track and Field Championships the researcher took the LOC members through a W-question session and asked them to plot the answers to the questions into the SWOT analysis. This brought them to see what new opportunities could arise from what they had thought to be a weakness. The excitement and creativity in their thinking processes emphasised the value of these processes. This brought the LOC members on board from the beginning, got them involved in the planning processes and allowed them, after answering the 10 W-questions (*cf.* Checklist 2 on CD) to establish the event objectives. Through this exercise they realised how important their responsibility within the structure was.

Literature values the use of the SMART principles highly as an approach to establish well-structured event objectives (Ammon, *et al.* 2005:14-15; Silvers, 2004:34-35; Shone & Parry, 2001:196; Goldblatt, 2002:42), and therefore it has been built into the manual to ensure that the foundations are laid for a successful event.

In Table 4.12 (Tables on CD:12) the researcher portrays a Case Study on the 2007 SA Student Athletics Championships that was held in Durban, organised by using the W-questions to find answers to the problems that occurred at the meeting. The Table provides answers to the W-questions and objectives as indicated and discussed in Table 4.12 (Tables on CD: 12). The Table further refers to the

outcomes (problems) thereof and highlight the lack of planning and applying of the W-question strategy. The researcher attended this meeting in her capacity as vice-chairperson of the executive of USSA Athletics and the member of the Executive that had to verify the *bona fides* of the students participating, but also in an advisory capacity to assist if problems should arise. The problems eventually experienced at this event motivated the researcher to test the W-strategy and planning process by using this event as a case study. This case study did not form part of this PhD research, but provided information to be used for this PhD study.

As the longest serving member on USSA Athletics, the observation and investigation were done by the researcher (attending the championships in her capacity as vice-chairperson and selector). The fact that most problems at the above-mentioned event were referred to the researcher for advice and guidance clearly indicated that a lack of knowledge existed in the LOC. Event-planning principles were not executed and monitored. No scheduled written report-backs on confirmation by relevant bodies were available, for example, no approval documents regarding the use of the road that should have been approved for the race walk and marathon were available.

The "Why?" of the event was not clearly understood by the members of the LOC as they did not understand the difference between walking on the track and walking on the road? This had an impact on the qualification criteria, because in order to qualify for the World Student Games, adherence to the criterion that the race had to take place on the road did not occur. The LOC obviously was oblivious of the impact that such mistakes and errors had on the athletes. The fact that the chairperson of the LOC did not understand the extent of these errors is clear when one looks at his response to complaints in this regard – with an "*I'm sorry*" the LOC regarded the matter as resolved.

The responses to the questions asked by the researcher to the LOC clearly indicated that no detailed planning or monitoring of the process took place as no evidence of minutes or correspondence to the respective bodies of the government could be shown. They did not understand the difference between race walking on the road

and the track. Furthermore they did not understand that the criterion for qualification for the World Student Games for Race Walk was that the race should take place on the road and not the track.

Keeping the answers to the 10 W-questions in mind, the leader of the LOC must allocate different tasks (jobs) to qualified people as listed under the different topics in the checklist. The LOC should do a thorough SWOT analysis (*cf.* Table 4.10 & Table 4:13) to identify shortcomings in the committee, and to determine what is expected in each category of activities that must be organised.

Each member should then define his/her objectives for the section for which he/she has taken responsibility and for which he/she will be accountable. At a report-back meeting, these objectives should be assessed against the objectives identified in the 10 W-questions. When this has been done, the LOC should benchmark its objectives against the five Ps, namely **P**roper **P**lanning **P**romotes **P**erfect **P**erformance (Watt, 1998:4). When this can be answered with a yes, application can follow. Each report-back meeting must be benchmarked against the 5 Ps and the findings of the SWOT analysis. Complete minutes must be kept and evidence of documents and correspondence that were sent out and the report back on correspondence should be monitored and filed.

The 2011 USSA Track and Field Championships held in Stellenbosch was another example where an LOC ignored the intervention of the researcher and did not apply the above steps to plan the event which then resulted in no preparation for the registration process, no files prepared for the technical officials for day one, no staff appointed for the copy room and persons placed in the technical information centre with little or no knowledge about what to do (Meyer, 2011[b]: Personal interview).

Often circumstances, such as a meeting's traditional position on the fixture calendar, demand using a particular facility, or the meeting is confined to university or school holiday periods that will dictate the decisions that are made. An example of a meeting with a specific tradition is the *Droommyl* (Dream mile) meeting, commemorating the first sub four minute mile in South Africa ran in 3:59.7 by



Springbok athlete De Villiers Lamprecht at Coetzenburg on 13 November 1964 (Lamprecht, 2011: Personal interview; Van der Merwe, 1984:162).

Where organisers are free to consider dates the W-questions need to be measured in terms of the SWOT analysis. Once such fundamental arrangements have been placed on the calendar, planned in conjunction with coaches and advertised in public, it will be very difficult to change them as that would compromise the quality of the meeting or lead to the cancellation of the meeting (Glad & Roe, 2002:19). Dates and times are of paramount importance when television coverage is at stake and when TV rights have been negotiated. Therefore, setting a date a year or more in advance is not too soon. This will allow inclusion into international, national and provincial fixtures and will enhance the marketing of the event. For other meetings, that is, where television coverage is not on the table, it might be sufficient to fix a date six (6) months in advance, but nothing less, provided the requirements of the relevant fixture procedures can be met, as this period will be required for planning and preparation (Glad & Roe, 2002:19).

Athletes are sometimes deprived of having their achievements recognised, as happened in the 2006 season when Justine Robberson set a new African and SA record of 61.66 metres in the javelin throw for women at a meeting in Potchefstroom on 20 May 2006. The record, however, could not be acknowledged as the event was not recognised by ASA, because the North West Athletics Union had not applied to ASA beforehand. Linda Ferns, then Chief Executive Officer of ASA, referred to this situation as unacceptable and that athletes could not be harmed and treated like this. This has an effect on Robberson's participation abroad and, once again, negligence on the side of administration caused athletes and coaches to suffer (van Wyk, 2006[b]:8). Event managers must always ensure that events are verified by ASA prior to the fixed due date to guarantee that the event is validated and recognised by ASA.

Once established, the LOC need to determine the financial impact of the event by discussing two key questions, namely "*What it will cost?*" and "*Who will pay?*".

### **Question 9: What will it cost?**

In the process of drawing up budgeting objectives, the question, "*Who watches?*" must be answered first. Projections regarding the number of spectators expected could lead to capacity crowds that may render substantial revenue for the event. Other factors that have an impact on costs or revenue could be traffic, parking, number of refreshments stalls, specialised technical officials and the marketing budget. This has a major impact on the marketing strategy that links to the question, "*What will it cost?*" How to plan the "*What will it cost?*" aspect, a proposed budget with a sponsor (*cf.* Table 4.117 on CD: 117 & Checklist 123 on CD) and a proposed budget without a sponsor (*cf.* table 4.118 on CD: 118 & checklist 124 on CD) as applicable, for instance, to a schools' event or national event, is discussed under finances in this chapter. A Financial Planning Form (*cf.* Table 4.116 on CD: 116 & Checklist 122 on CD) and a Financial Management Form (*cf.* Table 4.11 on CD: 119 & Checklist 125 on CD) are available to assist with the financial planning and management.

### **Question 10: Who pays?**

Having a sponsor on board for the event will lead to the question, "*Who pays?*" - referring to who will take responsibility for which accounts. With a sponsor on board it is necessary to clearly identify the areas of responsibility and to indicate who will take responsibility for which areas regarding organisation and payment. The route to be followed towards ratification of documentation and signing off goods, articles to be printed, etc. should be spelled out clearly. This will be discussed under finances in this chapter.

After having completed the session during which the 10 W-questions (*cf.* CD Checklist 2 on CD) have been answered, it is worthwhile to plot these answers in a SWOT analysis to verify the strengths, opportunities, weaknesses and threats that could jeopardise the success of the event, and identify opportunities that possibly could enhance the success of the event.

## 4.4 ENTRIES OF PARTICIPANTS IN THE EVENT

The first matter that an LOC will need to focus on to get the event rolling will be the invitations to enter that have to go out to potential participants (*cf.* W-question: "*Who for?*"). Sometimes the LOC will not take this responsibility as the national body involved will take the responsibility. It is important that the LOC establishes its responsibility in this regard and not take it for granted that the national body will do it. Entries will be discussed to assist event organisers of school events or provincial federations and/or national bodies that need to take responsibility for requesting the entries.

### 4.4.1 Introduction

Where the organising committee initiates the event, it will take responsibility for the entries. Associate members, for example, USSA Athletics and National Federations such as the schools will take responsibility for the entries and will communicate the necessary information to the LOC. The local organising committee (LOC) needs to know "*who will participate*" to market the event and arrange media launches where applicable. The list of events that athletes can enter for is information that needs to be forwarded to the LOC. The LOC needs that kind of information to do planning and fit it into the checklist to enable the persons responsible for the technical preparation to do their work. ASA will take responsibility for entries when it is the host of the event and is using a local LOC to organise the event. Who-ever is responsible, needs to abide by and attend to all the aspects that will be referred to in Checklist 5 on the CD, and the discussion that will follow. When responsible for entries, there are certain criteria that organisers need to meet to ensure that organising committees of a track and field event can secure a successful event.

The following guidelines will assist organisers when dealing with entries of participants in the event. Figure 4.2 is an example of an entry form used by ASA and Free State Athletics, and Figure 4.3 portrays an international form used by the *Fédération Internationale du Sport* (International University Sport Federation) (FISU), which were used for discussion in this study. Glad and Roe (2002:74-75) were used

to benchmark the researchers' experience and this added value to the discussion on entry forms that will follow. These forms are currently still in use by the bodies mentioned above.

Adherence to the criteria set out in the checklist for entries might ensure that organisers will organise an event that complies with the standards set by the IAAF and ASA. The most important aspect to adhere to in this checklist is to abide by the closing date set by the organising committee or the secretary-general of the association responsible and accountable for the event.

#### **4.4.2 Design of the entry forms**

Figure 4.2 (Figures on CD 1) is an example of an entry form for a SA Students Track and Field Event and Figure 4.3 (Figures on CD 2) an example of an international entry form. Both forms could be used to design an entry form that will meet the requirements that an event organiser would like to include in the entry form (e.g. schools' events). Figure 4.2 shows the different aspects (compiled from forms used by ASA, Athletics Free State, and USSA Athletics) when designing entry forms to ensure that the necessary information that needs to be on the entry form is there and why. Figure 4.3 shows an international entry form as used by FISU. Organisers could use a combination of the two entry forms. Each organiser should develop the entry form that will be best suited for the specific event. Organisers will have to determine the costs involved for designing the entry form, as this has an impact on the budget. Important, however, when dealing with a sponsor, that the sponsor's logo has to appear on the entry form. Sponsors will request the organisers to present the entry form for their approval and only then will allow them to sign the document off. This is to ensure that the logo is in the right colours and font as requested by the sponsor.

Duplication of entry forms (mailed as part of a circular or by ordinary snail post), will have an impact on the budget. Stamps and envelope costs will be a budget item, as it could not come out of the normal budget of the school, association or federation. When using modern technology, by emailing and or faxing the information, the costs

of the email and faxes will have an impact on the budget. The costs printing and paper used for the entry forms also must be determined as this could have a major impact on the budget.

Figure 4.2, developed by the researcher during her term as Secretary-general of SASSU Athletics, now USSA Athletics (1993 - 2003) (Fourie, 2012[e]:45); and Figure 4.3 are examples of an entry form used by FISU (XX Universiade '99). The researcher had to complete this entry form for the team that participated at the 1999 Universiade in Palma de Mallorca, Espana, as received from FISU, and in 2009 for the 25<sup>th</sup> Universiade in Belgrade, Serbia. It is, however, important to understand why certain information is asked on the entry form; therefore, the circular must be clear on why teams, schools and clubs need to complete the form in full and provide information on, for example, times and distances of the athletes. This will enable the organisers to do the seeding according to performance and theoretically ensure the best athletes to run in the finals. If no times and distances are given it is to the disadvantage of the athlete.

#### **4.4.3 Characteristics of the Entry Form**

When designing the entry form the following should be taken into account as identified and discussed in Table 4.14 (Tables on CD:14). Information in this Table was gathered by the researcher through an interview with Johann Russouw, Specialist Announcer Sport, SABC (Russouw, 2007: Personal interview) and Ian Laxton (radio and television commentator at the 1996, 2000 and 2004 Olympic Games) at the Absa Series II Athletics Meeting in Bloemfontein (Laxton, 2006[a]: Personal interview), as well as personal interviews with Gert le Roux, Statistician of ASA (Le Roux, 2006 [a]: Personal interview), and Johan van Wyk, athletics reporter of *Rapport*, a leading Afrikaans Sunday newspaper (Van Wyk, 2006[a]: Personal interview). The researcher gathered a wealth of information from entry forms when she attended the Universiade in July 1999 in Palma de Mallorca, Spain, and in Beijing 2001, broadcasting on radio and writing articles for the newspaper (*Volksblad*) from the Universiade. This allowed the researcher to give detailed information on the athletes to make the commentary more interesting to the listeners

at home with up to date statistics on the athletes. Thus the detailed information requested on the entry form will allow event organisers to design a comprehensive event programme, media package on the statistics of the athletes entered and write more informative press releases to market the event. This view is supported by Sarel van der Walt, Athletics writer for *Beeld* and *News 24* at the Olympic Games (2000 & 2004) and other international events when based in London (Van der Walt, 2007: Personal interview (electronic), Johann Russouw, then specialist athletics commentator of RSG - an Afrikaans National Radio Station (Russouw, 2006: Personal interview), and Daan van den Berg, Executive Producer: Radio SABC Sport (Van den Berg, 2007: Personal interview). Another piece of information that is important when age groups are applicable is the date of birth of an athlete. To ensure a clear response the format of Day, Month and Year may be used as is the case on the USSA Entry Form (Figure 4.2) and the FISU Entry Form (Figure 4.3). Such information is also useful for the media and selectors, and when entries need to be verified where age groups are applicable.

With the entry forms a cover letter or circular (*cf.* Figure 4.4) the necessary information for sport managers and team managers to come prepared to the event and to know what is expected of them (*cf.* Table 4.16).

#### **4.4.4 Entries by hand**

The less complicated method of dealing with entries is when competitors sign up at the start line, or when the competitors in a field event are entered as they step up (i.e. league meetings or smaller club meetings). In these circumstances, there is little to the entry process and event organisers only have to provide the basic paperwork required by the timekeepers and track judges. This is feasible only when just a small number of athletes enter per event, for example, eight athletes for the 100 metres for men or women (therefore no heats are required).

#### **4.4.5 Full entry process**

If the full entry process is used a number of steps are to be taken, and some tasks must be carried out. The team to process the entries could be the Competition Secretariat or an accredited specialist appointed by the LOC to do the entries. The Researcher, through her experience, supports the view of the IAAF (Glad & Roe, 2002:116) that if a specialist is co-opted to enter the entries into a specialist computer program (Time Tronic as used by ASA during the 2011 & 2012 season) the Competition Secretariat should work with this team. They need to be part of the process as entries and withdrawals during the event are done through the Technical Information Centre (TIC). Table 4.15 (*cf.* Tables on CD: 15) lists the tasks and steps to follow in the full process of designing entry forms.

Computer program like Time Tronic and Versus, for example, exist and could be utilised to do all the lane draws and seeding and to calculate the results of the event. Some programs will have the options to calculate team competitions and determine the best athletes at the event, based on the IAAF point score. When using this option to do the lane draws the staff appointed must be fully skilled in the program to ensure that no delays occur in the process during the event. The officials responsible for this key section in the event should be knowledgeable about the current Competition Rules of ASA and the IAAF to ensure that the computer program is up to date regarding the seeding of athletes (IAAF Rule 166). To acquire a computer program is a costly exercise, but it is worth purchasing. The other option is to employ people at a cost that could be in the region of R20 000 per event, depending on where the event will take place and the duration of the event. Cost could rise when accommodation, meals, transport and flight tickets become part of the package. Table 4:15 (Tables on CD: 15) lists the areas of responsibility that should be attended to by the official responsible for seeding, entries and new lane-draws.

According to the rules of the competition and especially where team competitions form part of the programme the LOC need to appoint a person that will control the withdrawals and entries that are submitted during the registration process. This

becomes significant where the validity of an athlete regarding his/her *bona fides* is at stake, for example, within the student cohort where FISU has a clear definition on the understanding of a *bona fide* student. A *bona fide* student is defined in the Constitution of University Sport South Africa (USSA) (Amended: 9 April 2011) and member of FISU as a "*student enrolled for an accredited higher education course of study, i.e. a qualification recognised by the South African Qualification Authority (SAQA) at a member of USSA*". Higher education is defined in the Constitution of University Sport South Africa (Amended: 9 April 2011) as "*all learning programmes leading to qualifications higher than Grade 12, the highest grade in which education is provided by a public school. These qualifications shall be comparable to university/technikon qualifications (Higher Education Act 101, 1997)*" (The Constitution of University Sport South Africa (Amended: 9 April 2011:3). Having designed the entry forms, they must be sent out to all members, clubs or federations that may wish to enter. A covering document (circular) must be developed to accompany these entry forms to explain what needs to be completed and why.

#### **4.5 DESINGING A CIRCULAR**

Organisers of events responsible for sending out the entry forms will use a circular to invite the school, club, province, or institution. This circular will not only guide the reader on how to enter, but will supply information regarding meetings that will take place during the event. Many associations and or federations use national championships to host their respective meetings, as members that should attend the meetings usually present at these championships. Figure 4.4 (Figures on CD: 4) and Table 4.16 represent a letter that is used by University Sport South Africa, Athletics Association (USSA Athletics) (compiled by the researcher) to members attending the USSA Athletics Championships. This is a guideline and only needs to be adapted to the organisers' own circumstances.

When compiling the letter organisers should take the reader through the process step by step. The letter has to guide the reader through each process and/or identify what should be done prior to the event and what will be expected from the team manager on arrival and during the event. The date, venue and time when the event



will start must be communicated very clearly. If an entry fee needs to be paid, clearly communicate the information to the team managers or athletes. Registration procedures, assizing procedures (weighing and measuring equipment), and the use of own equipment have to be explained clearly in the letter. The exact time and date on which the documentation (especially the entry form) needs to be returned to the organisers or the person that requested the documentation, should be clearly specified. Organisers need to be strict about closing dates and that must be communicated very clearly in the letter/circular.

The circular in Figure 4.4 provides an example of the content that could be included in the circular. This circular has been compiled and used by the researcher as secretary-general of SASSU Athletics over a period of 11 years and currently still is in use by the secretary of USSA Athletics. Table 4:16 (Tables on CD: 16) clearly explains why these different topics are addressed in the circular and what should be listed under each of the topics. As indicated in the circular, a letter of credence will be used at the Annual General Meeting or Special General Meeting. The letter of credence is used to determine the official representatives and whether the club/institution complies with the article in the constitution regarding representation and voting power at the meeting. The letter of credence must be on a letterhead of the club, province, or the National Federation. Table 4:17 (Tables on CD: 17) explains what should be contained in the letter of credence (*cf.* Figure 4.5 on CD; Table 4:17) and discuss why certain aspects need to be part of the letter and what should not be allowed (Fourie, 2012[e]:78). Figure 4.5 (Figures on CD: 4) is an example of a letter of credence used by the researcher during her term as Secretary-general of SASSU Athletics and currently used by the Association. Organisers may adapt this basic format to serve their needs.

As indicated in the circular a preliminary programme should be added to the circular to enable managers to select the team according to the programme. This is imperative when a team competition forms part of the programme. Figure 4.6 (Figures on CD: 6) is an example of a programme of a championship over two days which is applicable for schools', junior and/or senior championships. The circular must also ask for a personal information form to be completed which requests

information on each member of the team. This form will also be of value to the team manager. The event organiser will request the form to be completed in order to have sufficient information to write media releases and/or supply the media with personal statistics of each athlete. The information will be used in commentary on the events and/or articles, as well as by the announcer.

The personal information form (*cf.* Figure 4.7 on CD: 7) will ask for personal information on each athlete that enters the competition or championships. Once the documentation has been distributed to the teams, the operational phase must be planned to enable the event organisers to receive the teams on the day or a day or two before the event. This is determined by the magnitude of the event. At ordinary league meetings the managers, coaches and athletes receive only one or two programmes. In some cases, the programme will only consist of the Event Timetable (*cf.* Figure 4.6 on CD: 6). A basic registration and accreditation system is used during championship events where a large number of athletes are involved and when such an event lasts more than one day. This could also be applicable to invitation meetings such as those that several schools present.

#### **4.6 REGISTRATION AND ACCREDITATION**

The planning of registration and accreditation is important as the information on these aspects, when sent out, is the first contact that the athletes and their management will have with the event organisers. Therefore care must be taken that the information will put the athletes and the management team at ease regarding the quality of the event. The following case study is an example of what the effect may be if the registration process is not planned meticulously. In 2011 the LOC of a USSA meeting did not adhere to the planning procedures discussed and documentation forwarded to them to assist them in the preparation for the registration process, thus nothing was done regarding the preparation of the documentation and other aspects of the registration process. This was discovered an hour before the registration process had to start. The researcher had to take control of the preparation for registration. This oversight of the LOC led to a delay of three hours. The result was that some members of the USSA Athletics Executive

questioned the success of the event, and had to take over control of the event at different levels where the LOC could not meet expectations (Meyer, 2011[b]: Personal interview; Botha, 2011: Personal interview).

Entries and the extent to which they have been done correctly is the core of an event and the first step in the application phase towards presenting a successful event. In the circular to the teams the procedures and documentation that must be submitted, as well as fees to be paid should be clearly communicated. The LOC member responsible for registration and accreditation must appoint a committee to assist him/her during the preparation phase and to work at the station assigned during the registration and accreditation process. The accreditation system can be utilised as a complete system that may be applied at the airport on arrival of a team, at all accommodation and transport (official transport and public) venues, and at the stadium (e.g. Mega events: The World Cup). The system used at the majority of events in South Africa is the accreditation system implemented at the stadium and during the event.

#### **4.6.1 Accreditation System**

The accreditation system at events has a specific role to play to organisers with regard to the safety and risk management of the event. The LOC must identify the areas that the different categories of officials and other persons involved will be allowed to enter, for example, the media will be allowed in the media centre, commentary booths, interview area and some will be allowed to enter the competition area, but they will be excluded from the warming-up area. The LOC member responsible for accreditation needs to ensure that the criteria set out in the Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010:39-40) are complied with in the accreditation planning and the written document on accreditation that is prepared and communicated to all areas applicable.

Accreditation can become a costly exercise and therefore should be planned thoroughly. All aspects of the accreditation system should be taken into consideration to really benefit from the system. Event managers must make sure

that the accreditation system which they plan to use is utilised fully and that funds are available to appoint security staff or officials to apply the system. The persons appointed to apply the system should be briefed about the implementation of the system prior to the event. The accreditation system must be linked to risk-management and security at the event (*cf.* Table 4.25 on CD: 25). It is recommended that event managers use Table 4.18 (Tables on CD: 18) to attend to the core issues related to an accreditation system. The following case study represents an example of the effect of a poorly planned accreditation system.

During the 2011 USSA Athletics Championships the accreditation cards were not available to add to the Managers' Packages, because the Athletes' Packages and Managers' Packages had not been prepared before the start of the registration process. The researcher came across the envelopes prepared for registration (empty), while looking for a document that had not been copied as requested. The researcher and people appointed on the spot had to pack the envelopes as the chairperson of the LOC was not available and the registration process was indicated to start at 13:00 – it already was 12:30 when the researcher found the empty envelopes. The registration process was delayed with three hours, no accreditation cards were available to add to the envelopes, and a shortage of a thousand (1000) pins was discovered! The programmes only arrived an hour after the registration process had closed. This unacceptable situation clearly indicated that the chairperson of the LOC had not monitored the person(s) responsible for the preparation of the registration documentation.

This also led to a security risk on day one until the accreditation cards could be distributed to the managers. This had to be done by the TIC to enable the organisers to hand out the correct number of accreditation cards to the managers and to ensure that no unauthorised person received an accreditation card. If an accreditation system is utilised, information on it should form part of the content of the circular and information on the registration system. Team managers must sign for the team and the management's accreditation cards as indicated to the event organisers. The managers then collect their meeting information that consists of:

- Managers' package (*cf.* Table 4:19 on CD: 19);
- Athletes' package (*cf.* Table 4:20 on CD: 20);

Once the managers have received the packages, they must indicate all withdrawals, and do spelling corrections if required. Then they will receive the accreditation cards.

Once the lane draws have been done, the managers' packages, which contain the lane draws, are packed and made available for the accreditation and registration tables. Athletes also receive packages that will contain, among others, their race numbers and pins.

#### **4.6.2 Athletes' and Managers' packages (*cf.* Tables 4.19 & 4.20)**

Managers and athletes need to know in which heat and/or race or round the athlete will be participating. Athletes, according to IAAF Rules 128-129, must be provided with two number bibs which, during the competition, must be worn visibly on the breast and back, except in the high jump and pole vault, where only one number bib is required, either on the breast or back (IAAF Competition Rules 2010-2011:127-129). Lane draws, number bibs and other items which should be made available to the athletes and managers in their packages must be prepared with great precision to be available at the accreditation and registration tables of the event.

At national and international events, for example a World Cup championship or an African Championship, the entry system may also be conducted by organisers requesting manager's to submit a preliminary entry form. Followed by the final entry form with a clear indication of the date and time until which the LOC can accommodate changes. Managers may submit confirmation of participation to the TIC, clearly indicating day, date, year and time (Guide to the Competition 2001:8-9), according to a set schedule indicated in the managers' documentation.

##### **4.6.2.1 Managers' package**

Table 4.19 (Tables on CD: 19) lists all documents that could be included in the manager's package and a discussion on why it should be included. During the

planning process there may be other documentation that is particular to the specific event that needs to be part of the package for the managers. To assist the event manager to ensure that all the required information is included in the package a checklist has been developed. This checklist will ensure that the persons responsible will mark each document that must be included and to add documents not listed but identified during the planning phase (*cf.* Checklist 8 on CD).

#### **4.6.2.2 Athletes' package**

The athletes, like the managers, also must receive certain documents and therefore an athlete's package must also be prepared by the LOC. The content of this package is listed in Table 4.20 (Tables on CD: 20) where the reasons why it should be included are discussed.

During the planning process there may be other documentation that is particular to the specific event and should be part of the athletes' packages. To support event managers in ensuring that everything that is required is included in the package, a checklist has been developed. The persons responsible for the athletes' packages can use the checklist to indicate all the documents that should be included in the package and to add documents not listed, but identified during the planning phase (*cf.* Checklist 9 on CD).

The items that should be included in the packages as indicated on the checklists will now be discussed in detail. In the discussions more attention is paid to bigger events lasting more than one day. One-day events, however, might differ a little from the events which last more than one day.

#### **4.6.2.3 One-day competitions**

When competitions run over only one day, the packages may differ in content. Table 4.21 (Tables on CD: 21) will list the different items that need to be part of the managers' packages. During the planning process there may be other documentation that is particular to the specific event and needs to be part of the

package to the manager. To assist the event manager to ensure that all that needs to be in the package, the same checklist that was developed to assist the persons responsible to mark each document that needs to be part and parcel of the package for the bigger events can be used. The checklist has space to add documents not listed, but identified during the planning phase (*cf.* Checklist 8 on CD).

The athletes as well as the managers must receive certain documents, and therefore an athlete's package should be prepared by the LOC. This package content may differ from the previous package discussed in Table 4:19, the content, however, for a one day competition is listed in Table 4:22 (Tables on CD: 22), with a discussion of the reason why it should be included.

During the planning process other documentation may be identified which is particular to the specific event and needs to be part of the package to the athlete. To assist the event manager to ensure that everything that is required to be in the package, a checklist has been developed to assist the persons responsible to mark each document that needs to be part and parcel of the package and to add documents not listed, but identified during the planning process (*cf.* Checklist 9 on CD ).

The ordinary league meetings or school events at the beginning of the year, when the different teams of a school participate against each other, or a hostel league at the tertiary institutions has its competition, differ in needs from the above-mentioned events. Tables in the registration and accreditation venue should include tables that will present managers with these packages. The next point in the registration system is the withdrawal and spelling correction station. Team Managers must do all withdrawals (*cf.* Checklist 10 on CD) and spelling corrections (*cf.* Checklist 11 on CD) while in the venue. Tables and chairs should be available for managers who have to go through the lane draws and complete the forms.

When using a computer programme to do the entries and results at the event, the withdrawals and spelling corrections can be done during registration, which will allow the event organisers to supply the managers with an updated set of lane draws later

the evening or first thing on day one. Table 4.23 (*cf.* Table on CD: 23 & Checklist 12 on CD) will assist event organisers to prepare the accreditation and registration room and understand what must be available at each point in the room. This room or centre should be open for at least 3 – 5 hours to allow managers to arrive at the venue and do what they have to do.

#### **4.6.3 Competition documentation**

Having cared for the managers, the team responsible for the entries on the computer must do all the changes and corrections to enable the secretary to prepare the documents for the competition. Table 4.24 (*cf.* Table on CD: 24; Checklist 13 on CD) will assist the secretary to prepare the copies that must be ready for the competition day and ensure that the technical officials have the correct up-to-date copies. The table (4.24) also explains the number of copies and their purpose.

Each of the files that are prepared must have a black pen attached to it /included. It is always safe to have extra pens and files available at the TIC. Never include the second day's copies of lane draws in the file of the first day or on the notice board. Officials may forget to hand in the file and/or forget it at home and then the copies will not be available the next day. At the end of day one the notice board can be updated and all files then can be prepared for day two with the lane draws included. This will allow the event managers to ensure that the most up-to-date lane draws are in the files and on the notice board. During day one circumstances regarding the status of athletes may change and therefore it is better to keep the lane draws of day two until all changes have been taken cognisance of and the required adaptations have been made for day two. This will allow the event manager to save paper and add value to the event. All changes must be communicated to the media and announcer.

Apart from taking care of the requirements of the team managers and athletes, the technical officials and their preparation of the track to enable the athletes to participate and achieve their goals as set in their training programmes, form part of the core area of the planning process. Sarel van der Walt reported in *Beeld* of 15



November 1996 that a young athlete was robbed of four record achievements in the 100m hurdles event due to equipment on the track that was at fault (Van der Walt, 1996:14). To minimise or even better, totally prevent situations like this one to occur, thorough technical preparation of the track is an absolute necessity. In planning the event, technical preparation of the competition area should take high priority and should be seen as the core issue at stake in the quest to present a successful event.

The technical preparation of the competition area must be done according to the Regulations of the IAAF and the most current IAAF Competitions Rule Book. For the discussion in this chapter the researcher will stay within the parameters of the official documents and interviews with Gerrit Coetzer in Bloemfontein on 18 April 2011 (Coetzer, 2011: Personal interview) as well as personal interviews with Pierre Weiss, General Secretary of the IAAF between 18 and 23 April 1992 – first in Dakar, Senegal and then in Germiston, South Africa (Weiss, 1992, Personal Interviews), during the African Unity Athletics Meetings and the IAAF Technical Delegates' meeting. The experience of the researcher will be linked to the principles within the parameters set in the regulations and rulebook of the IAAF.

#### **4.7 THE TECHNICAL PREPARATION FOR A TRACK AND FIELD EVENT**

Once it has been ensured that the athletes have entered correctly, the preparation of the track becomes vital. The preparation of the technical side of the event is crucial and imperative as the safety of the athletes is at stake. Risk management prior to the event and during the event is crucial and to a large extent will determine the success of the event. Too many events in the past did injustice to the athletes in their preparation for world championships, or caused injuries because of negligence during the technical preparation, and the safety and risk management of equipment. Wilhelm de Swardt reported in *Rapport*, a leading Afrikaans Sunday newspaper on the Yellow Pages Interprovincial Meeting (3 March 2012) that took place in Bellville, South Africa. In the 400 metre hurdle race for women, the SA Champion, Wenda Theron, nearly got hurt seriously when she went over the 10<sup>th</sup> hurdle, which was still at the height for men (0.914m), instead of for women (0.762m). After her event she stated that she had realised something was wrong and that she had had to lift her

legs higher, struck the hurdle and almost fell. This affected her rhythm and as a result she ran a slow time in a year when athletes wanted to qualify for the Olympic Games (de Swardt, 2012:5; IAAF Competition Rules 2010-2011:154). Each item on a programme is a first priority, and the technical preparation of the competition area before and during the competition is of cardinal importance. This applies to other areas where technical preparation is required, for example, the warming-up area and the parking area. The logistics regarding the technical personnel involved therefore should be a main focus point of the LOC (Barra, *et al.* 2003:67).

A checklist (Checklist 14 on CD) to assist in the technical preparation of the track has been designed to ensure that athletes have a safe environment in which to participate. This checklist will ensure a track that technically satisfies the requirements according to the standards set by the IAAF and ASA. No technical preparation for an event can be done without the most current rulebooks of ASA and the IAAF. Organisers need to make use of the support ASA gives organisers through their technical advisor that will assist with advice regarding the technical preparation of the track (Coetzer, 2012: Personal interview). School and club event organisers could knock on the door of their respective Provincial Federations to request assistance from the provincial technical advisor. The IAAF Basic Competition Organisation Manual (Glad & Roe, 2002) is worth using alongside the IAAF and ASA rulebooks.

The technical preparation should begin as soon as confirmation has been received regarding the date and venue of the competition and the venue booking has been confirmed. The competition event list will guide the technical manager regarding the event to be prepared. Other aspects that need to be taken into account are the characteristics; the complexity and the level of competition.

The value of starting early with preparations for an event, as recommended by the IAAF and supported by the researcher based on her experience of more than 35+ years involved in organising events, lies in that it allows the technical staff and LOC enough time to:

- Assess all the equipment that will be used;
- Assess the track;
- Purchase equipment or repair equipment if required;
- Hire equipment when purchasing equipment is not possible.

In the case of smaller events and facilities which are used on a regular basis, work could start two weeks prior to the event. When it is a more advanced and complex event, doing technical preparations could start as long as three (3) months before to the event. Where venues and facilities are used frequently, the technical upkeep of the track and venue should be done on a daily basis.

In South Africa, when a major event is allocated to a venue organisers must meet with ASA and the USSA technical delegates (if applicable), months prior to the event to determine what should be done to adhere to the international and national standards. If the event technical checklist (*cf.* Figure 4.8 on CD & Checklist 19 on CD) could be worked through with the Technical Manager of the event, errors of the past could be eliminated. In 1995 Harry Lombaard reported in *Beeld* that the electronic timer, the official time-keeping instrument at an event, had not worked during the 100 metres for men when Riaan Dempers ran a South African U/19 record. The record was not acknowledged as the electronic time-reading was not available (Lombaard, 1995:18).

As recent as 2010 the wind gauge on the electronic timing system linked to the starter's gun did not register the wind readings during the 2010 USSA Track and Field Championships. The researcher, who prepared the results for *Rapport*, had to search for wind gauge readings done by hand as these readings were not made available (*cf.* Table 4.1:56 in text). At the 2011 Yellow Pages Youth Championships the starting blocks were not checked prior to the competition, which resulted in the starting blocks slipping when used by the athletes – this had a severely negative impact on the athletes at the start (Coetzer, 2011: Personal interview).

How to do the technical preparation for an event is clearly described in the Rulebook of the IAAF (Current IAAF Competition Rules). Supporting documentation, like the

Regulations Governing Advertising and Promotional Displays at Competitions held under the IAAF Rules, approved by the IAAF Council in Helsinki on 13 August 2005 (Regulations, 13 August 2005), and the *IAAF Basic Competition Organisation Manual: A practical guide* (Glad & Roe,2002), are incorporated in this chapter where applicable. With these documents in hand, a technical manager will be able to satisfy all requirements and comply with the standards for hosting a successful event.

The discussion and interpretation to follow regarding the technical preparation of the event will be done according to the standards set out in the documentation referred to above and interviews with the IAAF technical delegate, Gerrit Coetzer (Coetzer, 2012, 2011 & 2008: Personal interviews), as well as the experience of the researcher as organiser of several national and international events. The rulebook will be the source to ensure compliance within the set parameters in which the preparation of the venue must be done and to ensure the validity of the technical preparation of the event. The technical manager should/her appoint a subcommittee prior to conducting a survey and assessment of facilities and equipment. These two steps are addressed now.

#### **4.7.1 Steps in the planning phase of the technical preparation**

##### *Step1. The Technical Manager and subcommittee*

Once appointed, the Technical Manager has to appoint a subcommittee to assist him/her in preparing the venue. The appointment of the Technical Manager and his subcommittee is decisive in the success of the event as the technical preparation of the competition and warming up areas represents ninety per cent (90%) of the success of the event. They should be highly skilled technical persons that love the sport, are prepared to work under great pressure and be able to solve problems as they occur. It is important if one looks at the attributes as listed below to bring new and young people on board to gain experience and ensure that the core of the committee satisfies the criteria. According to Glad and Roe (2002:61) and Coetzer (2012: Personal interview), technical personnel should have the following attributes:

- Experience in staging track and field meetings;
- Technical knowledge of the preparation for track and field events;
- Ability to work under pressure;
- Ability to think on their feet;
- Ability to pay attention to detail;
- Decisiveness;
- Good people skills.

This subcommittee then meets on a predetermined date at a given time and venue to plan the technical preparation of the competition and warming-up areas. The subcommittee determines the times and dates for report back meetings where the subcommittee will report on progress and the technical manager can follow up, and assess and apply quality control.

The first meeting has the character of a planning meeting and the time schedule within which everything must be done is determined. With the current rulebook of the IAAF and ASA as ground document the area of responsibility must be allocated to each member. The technical manager must again make sure of the content of the Safety at Sport and Recreational Events Act, 2010 (Act, No 2, 2010: Handbooks and Regulations on CD). The technical manager also must benchmark the level of the event against the criteria set out in Act, No 2 of 2010 with emphasis on:

- Exemptions
- Responsibility for safety and security at events
- Risk categories of events
- Amendments of high risk event safety certifications
- Liquor and prohibited substance control
- Control of tobacco usage
- Environmental control
- Communication
- Volunteers
- Accredited training
- Control of prohibited and restricted objects

- Demarcation of exclusive zones
- Accreditation and access to designated areas
- Event ticketing
- Spectator access control
- Vehicle access control
- Prohibited notices
- Spectator exclusion notices.

*Step 2: Survey and assessment of facility and equipment*

The next step for the technical manager after having compiled the subcommittee is to make a survey and assess the facilities and equipment to be used during the meeting. If the subcommittee members are experienced members, they could form part of the survey and assessment team. The areas to be assessed are the main competition area, warm-up areas, and other areas that will be used by the athletes and the spectators (Fried, 2010:279; Glad & Roe, 2002:43). A very important role player in the subcommittee is the member responsible for the risk management, safety and security, that will work within the technical sub-committee and also compile his/her own subcommittee to work on the areas outside the competition area. The member responsible for the risk management should work through the complete Act, No 2 of 2010 (Act, No 2 of 2010).

It is important, however, that all competition events should be checked and assessed against the most current IAAF Rulebook (Current IAAF Competition Rules) and Regulations governing advertising and promotional displays at competitions held under IAAF Rules (Regulations 2005; Glad & Roe, 2002:43). To assist the technical manager and his/her team, as well as the committee, the researcher has developed checklists (*cf.* Checklist 14 & 15 on CD) for each event. With a current IAAF and ASA Rulebook in the hand all standards could be recorded and notes can be made on technical matters not on standard and which need to be addressed. All budget-related matters must be reported to the treasurer who should to add these to the budget.

The survey to assess the facilities and equipment should be followed by the development of a survey and risk management strategy. The risk management as prescribed by the IAAF for each event will be discussed in this chapter. The risk management of the pavilion, direct vicinity and spectators also must be attended to (Fried, 2010:280). A meeting with relevant health and safety authorities will follow.

After the survey has been completed, the following role players should convene a meeting as suggested by Glad and Roe (2002:43) and Spengler, Connaughton and Pittman (2006:8-9), including the Technical Manager and members of the sub-committee they deem necessary:

- Competition Secretary
- Competition Director
- Venue Manager
- Any other specialist persons the Technical Manager deems necessary
- Member of ASA – Technical Delegate if applicable
- Members USSA– Technical Delegate if applicable.

The agenda for this meeting should cover the following:

- Reviewing the results of the survey;
- Drawing up a general plan for the use of the facilities and equipment;
- Discussing the requirements for any special activities;
- Finalising the safety and risk management strategy on the track and warming-up area (*cf.* 4.13);
- Finalising the safety and risk management strategy on the pavilion and all other areas that will be used not covered in the competition area and warming-up area.

To assist in doing the survey, the event safety checklist could be used to focus, especially on the pavilion and the surrounding vicinity as discussed and prepared by Gill Fried (2010:280-285), and adjustments by the researcher in Table 4.25 (*cf.* Tables on CD: 25) and on the CD as Checklist 15.

The outcome of this meeting and the checklist (*cf.* Checklist 15 on CD) will prepare the agenda for the subcommittee meeting to follow, where the respective members will be informed of their areas of responsibility, and the date and time of the future report-back meeting will be determined to enable the Technical Manager to measure the progress and apply quality control. The member on the technical committee responsible for risk management, safety and security and his subcommittee will report back on their issues as indicated in Table 4:26 to enable the chairperson of this committee to measure progress and apply quality control. Table 4:25 indicates the area of responsibility for the Technical Manager responsible for the non-competition area. The person responsible for the risk management of the event and the security outside the competition area should convene a meeting with persons/bodies concerned.

To determine who these concerned bodies/people are, the risk manager should consult the City or Town's Economic and Development Office. People that are usually part of the meeting will be:

- South African Police Services (SAPS) – they might bring in more of their specialised sections if necessary;
- Accredited Security Service;
- Metro Police Service (if applicable – more often for major events);
- Contracted Medical Services ;
- Medical Director of the event;
- Traffic Department ;
- Disaster Management ;
- LOC member responsible for risk management ;
- LOC Chairperson (only first meeting).

Depending on the size of the event, this meeting should be convened at least a month prior to the start of the event. For major events this could happen as early as 12 months or even earlier prior to the start of the event. The LOC member responsible for the risk management must obey Act, No 2 of 2010 (Act, No 2 of 2010) and should obtain the document regarding the guidelines for staging events



within the city or town where the event will take place. Several plans and reports have to be prepared by each sector involved in the safety and security, and risk management of the event (Guidelines for staging events within the City of Cape Town, 2010:1-4).

The Technical Manager responsible for the technical preparation of the competition area will work from a specific checklist (*cf.* Figure 4.8 & Checklist 19 on CD) that has been prepared within the parameters of the IAAF Rule book (Current IAAF Competition Rules).

#### **4.7.2 Job description and responsibilities of the Technical Manager: Competition Area**

The Technical Manager's job description and responsibilities in the competition area are:

- The technical manager and his/her team's responsibility is to provide the athletes with the necessary equipment and environment that meet the requirements relevant for the level of competition, adhere to the current IAAF and ASA Rule book and are conducive to performance and a safe environment (Barra, *et al.* 2003:68).
- For smaller meetings and those where the facilities and equipment are used regularly, the Technical Manager should complete the initial steps as outlined in Step 2 not later than two weeks prior to the event. For major events where the event is more complex this could start three months or more before the start of the event.

The week and day before the meeting is a very busy day for the Technical Manager. Some work is scheduled and can only be done a day before or on the day of the competition. What can be done before this should be completed to minimize the stress and reduce the pressure. A technical checklist has been compiled for the Technical Manager to use during the final two weeks prior to the event (Table 4:26)

(*cf.* Tables on CD: 26 & Checklist 16 on CD). The information in the table is a combination of what was used by the researcher as event organiser of several events and updated through information from the FSA Competition Checklist (2003:5-6) and Glad and Roe (2002:43). In Table 4.26 the tasks are listed, as well as items that should be assessed, and by whom they should be assessed. A column to tick off the final check as a quality control measure is available.

The technical manager and his/her team in conjunction with the organising committee are responsible for ensuring that all technical arrangements are in complete conformity with the current IAAF and ASA Technical Rules, the IAAF Track and Field Facilities Manual and the Regulations governing advertising and promotional displays at competitions held under IAAF Rules (Regulations:2006). These documents will keep the technical manager and his team within the parameters of the IAAF to organise a successful event and meet the standards set by the IAAF and ASA. Their responsibility in collaboration with the LOC members according to Rule 112 (IAAF Competition Rules 2010-2011:111) is tabulated in Table 4.27 (*cf.* Table on CD: 27) to assist the event organisers to delegate the responsibilities to members of the LOC and Technical Team. To ensure that every task gets completed, Table 4.27 is translated into a checklist on the CD (Checklist 17). This checklist was compiled by the researcher based on practical experience. The technical delegates must submit written reports as appropriate on the preparations for the competition. As indicated in Table 4.28, there must be co-operation between the technical team and the organisational delegates.

An event can be organised according to all IAAF Rules and the technical management of the non-competition area can be safe and secure, but no event can survive without the assistance of the support staff. During an event there are people and processes involved in the event that plays a significant role in the success of the event. They are not IAAF or ASA qualified officials, but imperative to have at the event. These support services are cornerstones of an event and a critical area that needs a thorough planning session. Support services are expertise that forms the core of running a successful event. Each planning section needs to know what is

expected of them and they should know the "Why?" of their job and understand where they fit into the overall picture.

#### **4.7.3 Support staff to be on standby or available on site**

The absence of support staff due to failure to arrange or not available can cause chaos at an event. Support staff must be on site during the event, especially at major or hallmark events and at smaller events be on standby, within reach via mobile phone. According to the experience of the researcher, the support staff forms the backbone of an event as indicated in Table 4.28 (*cf.* Tables on CD: 28) which indicates their respective duties and those of the LOC. The Table has been converted into a checklist (*cf.* Checklist 18 on CD).

The value of the topics and persons involved, as discussed in Table 4.28, to the success of the event is not measurable, but has a definite impact on how athletes and the spectators experience the event. Another important group, who comprises a large percentage of the overall staffing at an event and has proved to add value to the success of the event, is a well-trained group of volunteers. They provide a diversity of services and skills (Surujlal, 2010:448).

#### **4.7.4 Volunteers**

Millions of people around the world, including South Africa and especially at Track and Field events have been giving their time, resources, skills and knowledge to make a difference and add value to events (Pienaar, 2011: Personal interview; Surujlal, 2010:447). Volunteers, who compromise a large percentage of the overall event staffing, add value to an event and are not inferior to other officials, as they form important puzzle pieces to complete the Bigger Picture. A well-trained volunteer corps, properly oiled will contribute to keep the wheels rolling at an event.

The recruited volunteers to work during the event in the technical division must be trained for the specific area of responsibility assigned to them. The LOC member responsible for the volunteers has to adhere to the criteria set out in Act, No 2 of

2010 (Act, No 2 of 2010:34-35). Through their training volunteers benefit through, *inter alia*, acquiring new skills, gaining experience, increased motivation, especially if they know where they fit into the structure and what they can add to the success of the event (Meyer, 2011[a]: Personal interview; Surujal, 2010:448). From the areas of responsibility that could be assigned to them could include: a team of a minimum of 20 volunteers to pack out the hurdles and remove the hurdles according to the event requirements. Some volunteers, according to the number of sand pits (long jump and triple jump) in use, to rake the sand after each attempt. Enough volunteers at all throw events to assist with the implements to be brought back to the circle. A well trained group of volunteers (30) to attend to the starting blocks and baskets to transfer the athletes clothes from start to the finish.

#### **4.7.5 Outside equipment and rooms for events**

The technical requirements for an ASA Track and Field event are listed in Figure 4.8 (*cf.* Figures on CD: 8). This list must be used and constantly updated according to the most current IAAF Rulebook and ASA document on Technical requirements for ASA events. Figure 4.8 serves as a guideline for technical managers to prepare the event at hand. Figure 4.8 has been compiled by the researcher after an interview on 19 January 2012 with the IAAF Technical Delegate in Bloemfontein (Coetzer, 2012: Personal interview). The current IAAF and ASA Rulebook must be used as the benchmark in the assessment of the equipment. If the Technical Manager has a team in his subcommittee responsible for this section, he/she could sign it off on the checklist (*cf.* Checklist 19 on CD) as assessed by the person accountable for that area of responsibility in the committee.

This checklist was used and all the applicable principles were applied by the Technical Manager, Terseus Liebenberg of the 2010 USSA Athletics Championships hosted at Potchefstroom. The Technical Manager declared that no appeals or queries had been reported regarding the technical preparation of the competition area (Liebenberg, 2010 [b]: Personal interview). This document assisted them to attend to all the detail and enabled him to do a thorough check-up before the event started and a continuous assessment during the event. The researcher, a member

of the appeal board can confirm the validity of his remark as no appeals served at the appeal board regarding technical matters in the competition area, and no reports from the field referees or chief officials reporting technical problems were received. These mentioned technical officials had to submit reports (*cf.* Figure 4:10: Figures on CD) to the TIC after each event was concluded.

#### **4.7.6 Preparation of competition area and pre-meeting inspection**

The Convenors responsible and accountable for the preparation of the track and the field have to work through their respective checklists (Checklists 14; 15; 16; 17; 18; 19; 20: Checklists on CD) to compile a timetable to prepare the different areas for the track and the field events. This will enable them to complete the work a day before the start of the event. This will enable the Technical Manager, ASA Technical Delegate and the Competition Director to do a pre-event inspection (Glad & Roe, 2002:45). If the event is a local schools' event or club event the Technical Manager, Competition Director and if possible the Provincial Technical Delegate could form the pre-event inspection team. There must be co-ordination between the Technical Manager and the convenors of the subcommittees responsible for the technical preparation to be present at their respective areas of responsibility to receive the Technical Manager, ASA or Provincial Technical Delegate and Competition Director for the inspection. The convenors need to make notes of any corrections that should be done. When corrected, the Technical Manager must be informed to sign off the technical preparation.

The Technical Manager and his/her team can use a Pre-Competition Checklist supplied and used by ASA to conduct the pre-competition inspection. Convenors of the technical team could use this checklist to prepare for the final inspection. The checklist, compiled by ASA and adapted by the researcher based on experience in organising international and national track and field events, must be used in collaboration with the prescribed technical requirements as set out in the current Rulebook of the IAAF for each event. To assist the event organisers Figure 4.9 can be drawn from the CD as Checklist 20.

The athletes' needs are at stake when dealing with the technical preparation and inspection of the different events and therefore the preparation must be meticulously accurate. A great deal of the success of the event is embedded in the technical preparation for the event and is linked to the intricacy of the branding of the event (*cf.* 2.2.2.). Well-trained, equipped staff needs to be involved in this preparation. Bearing in mind what Arbeit (*cf.* 2.1) said regarding the value of competition for the preparation of an athlete for Olympic Gold, the importance of the correct preparation of the track could not be emphasised enough. The IAAF stated (*cf.* 2.1) their viewpoint on meetings and competition (regarding well-organised and correct technical prepared events) as the foundation of the development of the athlete and athletics, at club level, provincial level and at national level.

As mentioned in a previous paragraph the Technical Manager at the 2010 USSA Athletics Championships had no appeals brought before the Appeal Committee regarding the technical preparation of the competition areas due to the thorough preparation and quality control check that could be done by using Checklists 19 and 20. This confirms the validity of a thorough preparation benchmarked against the IAAF and ASA Rulebooks. The 2012 Yellow Pages Inter-provincial Track and Field competition, however, is an example of what may happen when there is no quality control. The technical aspects of the hurdles during the event had not been thoroughly assessed by the technical officials on the track, as was reported in *Rapport* of 5 March referring to the 10<sup>th</sup> hurdle (height: 0.762m) in the women's race that was still on a men's race height (0.914m), that nearly lead to a bad injury to the number one ranked hurdler of South Africa, Wenda Theron (de Swardt, 2012, *Rapport Sport24:5*).

To ensure that every event is up to standard regarding the technical preparation the Technical Manager, ASA or Provincial Technical Delegate, Competition Director and each convenor of an event could use the drafted form, developed by the researcher (*cf.* Figure 4.10 and Checklist 21 on CD) to report problems, solutions and positive experiences during the event. This will enable the technical team to review their successes and failures during the debriefing meeting and will add value to the planning process, SWOT analyses and W-strategy questions when preparing and

planning for the next event. This form is applicable to both the track and the field events. A copy of these forms has to be in each file of the technical official covering all aspects of the event. The Referees and the Meeting Director must evaluate the event at their point of responsibility and report back. After each event on the field and after each session (e.g. morning) on the track the Report Form must be submitted to the TIC. According to the reports the TIC has to call the chairperson of the LOC to attend to the reports and act accordingly. A zero report needs to be submitted as well. If a problem has been attended to immediately and a solution has been found and implemented, both problem and solution must be reflected. It is important to report on positive actions that worked well during the event. This could serve as a learning experience for the next event and contribute to the success of the event.

On the day of the event, the Technical Manager and his/her team should do a final round of assessment. Each person will be held accountable for his/her own area of responsibility. Once the convener and his/her support staff are satisfied that all areas of responsibility meet the standards set out in the Rulebook and/or which were agreed upon, the convener will report to the Technical Manager and the Technical Manager will report to the Competition Director.

The Technical Manager could use this checklist to conduct an overall check that everything has been done that should be done, as shown in Figure 4.11 (*cf.* Figures on CD: 11), used by ASA and adjusted by the researcher during the period she organised events (*cf.* Checklist 22 on CD). The Technical Manager could also spot check on other areas that have to be prepared as previously planned for the event. An example is the ablution blocks for the athletes and/or the medical room for the athletes.

#### **4.7.7 Advertising Material**

The IAAF and ASA have specific policies regarding the technical matter of advertising material on the track and advertising on clothes of athletes and officials. During a meeting of the IAAF Council on 13 August 2005, the Council approved the

"Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules" (Regulations 2005). The researcher will discuss Advertising Material referring to this document.

The general advertising principles that are laid down by the IAAF are focused on the protection of the integrity of the sport of athletics and the competition area has to be prepared according to the regulations as set out in the Regulations and the Competitions Rules 2010-2011, Rule 8 (Competition Rules 2010-2011:Rule 8:24-25). Advertising at the competition sites is required to be in accordance with the regulations governing advertising and promotional displays at competitions held under IAAF Rules which were approved by the IAAF Council in Helsinki on 13 August 2005 (Regulations, 2005).

The advertising boards must not interfere with the technical conduct of the competition (Regulations, 2005:8). Advertising which is in the opinion of the IAAF tasteless, distracting, offensive, defamatory or unsuitable, bearing in mind the nature of a competition, is prohibited.

Advertising of alcohol products with an alcohol content of up to 20% by volume is permitted, except for drink mixes or cocktails where the alcohol content is more than 20% volume. Advertising of any other alcohol products is prohibited. Advertising of tobacco products is prohibited. Both political (i.e. the promotion of any political parties, associations, movements, ideas or any other political cause) and religious advertising are prohibited (Regulations, 2005:8-9). Organisers of meetings ought to determine if there is conflict of interests between the needs of their sponsors and advertisers or sponsors contracted to the venue. Ideally, a venue will be provided "clean" of all advertising material. Organisers should also determine if they have the right to sell refreshments and other merchandise at the venue during the meeting and what, if any conditions are placed on the activity by the venue operators. An event directly organised under the auspices of ASA should refer to the Policies and Procedures on advertising material of the IAAF. Figure 4.12 (*cf.* Figures on CD:12) (Regulations, 2005:32) clearly indicates the positions of advertising boards and material as discussed in the Regulations, 13 August 2005, under point 3: Advertising



at the Competition Sites and 3.2 Outdoor Stadium regarding Advertising boards and In-field boards (*cf.* Annexure A:7-11).

A specific member on the technical team has to be assigned the responsibility to attend to this aspect of the technical preparation of the stadium. This person must see that the company that erects the advertising material abides by the rules referred to above. In the packages of the managers and athletes the athletes have to be requested not to drape clothing over the advertising boards or leave sport bags in front of the boards that may hide the sponsor's logos, etc. The technical official's attention should also be drawn to this matter.

#### **4.7.8 During the event**

During the competition, the Technical Manager has to co-ordinate the flow of the programme regarding the equipment that has to be taken to the competition area according to the programme. He/she should focus to keep the competition area as clean and uncluttered as possible. The focus should be to provide a secure and safe competition area conducive to top achievements by the athletes. The following areas of safety and security are important for the following reasons:

Safety	Many athletic events can be dangerous to anyone in the competition arena who is not paying attention.
Competition area	The fewer personnel and unnecessary equipment on the infield, the better the sight line will be for the spectators and television viewers.
Athletes' security	Athletes should be free to participate in their competitions without harassment on the field.
Fairness	The presence of unauthorised personnel on the competition arena could prevent athletes from receiving an equal chance to produce their best performance.
Prevention of damage	To equipment and installations.

The Technical Manager's focus here must be on supervising the implementation of these conditions and solving any problems that might arise in this area (Coetzer, 2012: Personal interview; Barra, *et al.* 2003:67). The Technical Manager should keep record of problems and their solutions. A critical review of the solutions and problems should be part of the technical committee's debriefing meeting where all the technical aspects of the event are assessed. To assist the manager, the checklist in Figure 4.14 (*cf.* Checklist 23 on CD & Figures on CD: 12) as developed by the researcher based on competition rules: 160–170 & 180–193 (IAAF Competition Rules, 2010-2011:135 -160; 161-206) could assist the Technical Manager to work out his/her action plan for the specific event according to a detailed event list.

To ensure that the Technical Manager and his support team know exactly what is expected from them during the event, a meeting should be called prior to the event between the Technical Manager, Competition Director and the respective Referees, to work through the event list and note the requests and concerns of the Referees. This will enable the Technical Manager to set up a checklist for the event, as shown in Figure 4.13 (*cf.* Figures on CD: 12). If he/she deems it necessary, he/she could call a meeting with the support staff to advise them about what he/she will be expecting from them during the event. These actions will play an important role in ensuring the success of the event in the technical department. Each convenor must have a checklist in hand to ensure that on the day when an area is prepared, everything is done and packed out as requested and according to the rulebook. The past has shown that the technical preparation often lacked at events in South Africa at school level, provincial level and national level. These technical errors have robbed athletes from achievements and in some cases led to injuries reported by several journalists during different events over a period of time (Le Roux, 2006[a]:5; Van Wyk, 2005: 5; Van Wyk, 2004[a]:4; Van Wyk, 2004[b]:4; Van der Walt, 2001:18; Van der Walt, 1996:14; Lombaard, 1991:14). Quality control in this division of the event is vital and cannot be emphasised enough.

#### **4.7.9 Clearing the competition area during and after the event**

During the meeting the Technical Manager and his team need to clean the track and the field of all equipment that is not required after the completion of the specific event. The competition area must be as clean and uncluttered as possible during the event. After the last item has been concluded and the event has come to an end, all advertising and other equipment must be cleared and all venues locked. The checklist developed by the researcher, (Figure 4.14, Clearing of Competition Area and closing of the venues, on Figures CD: 14) will assist the Technical Manager to optimise the support team to carry out their responsibility and make a contribution to a successful event. How the track is cleaned forms just as integral part of the success of the event as the preparing of the track.

By using this method (*cf.* Checklist 23 on CD), the damage and quality control is done immediately and any financial losses and expenditures can be determined. This will also assist the Technical Manager to write his/her report for the debriefing meeting after the event and to form part of the final report.

This concludes the responsibility of the technical team regarding the planning of and preparation before, during and after the event.

A very specific area the technical manager is also responsible for is the warming-up area. Due to the importance of the technical criteria the warming-up area conform to, the technical manager should appoint a separate subcommittee to take responsibility for and be accountable for the preparation and management of the warming-up area.

#### **4.7.10 Preparing the warming-up area**

For larger competitions, especially championship type meetings over several days, it will be necessary to make provision not only for training areas, but also warming-up areas for the competitors (Glad & Roe, 2002:99). During league meetings and some

school and club meetings the warming-up by athletes will be done on the track. Event Managers should adapt the event programme to accommodate the warming-up when done on the track.

#### **4.7.10.1 Location of the warming-up area**

The warming-up area should preferably be adjacent to the track with a tunnel or passage that leads to the call room. This area should be of such a nature that the athletes can focus on the competition ahead and no media or spectator should be able to interfere and take the athletes' focus away. This is one of the areas where the accreditation system and safety and security can assist to keep the warming-up area clear from unwanted persons that could interfere with the preparation of the athletes. The survey and planning procedure should be the same for the warm-up area and facilities as for the competition area. Although this is not always possible at all events, event organisers should try to meet the standards for a warm-up area as well as possible, as is expected at major events.

#### **4.7.10.2 Criteria for the warming-up area**

The IAAF has specific requirements regarding the training and warming-up area as described in the IAAF Basic Competition Organisation Manual (Glad & Roe, 2002: 99). Table 4.29 outlines the criteria and indicates alternatives that could assist the event organisers based on the IAAF Basic Competition Organisation Manual, the European Athletics Association, Organisational Manual and the experience of the researcher in applying the IAAF criteria at South African stadiums (*cf.* Checklist 24 on CD).

**Table 4.29: CRITERIA FOR THE WARM-UP AREA**

<b>NR.</b>	<b>CRITERIA</b>	<b>POSSIBLE ALTERNATIVE</b>
1.	A full sized warm-up track close to the main stadium.	50 – 100m synthetic strip with 3 – 5 lanes. If not possible, the time-table must make provision for athletes to have some time on the synthetic track to prepare for the event. The time will be different per event and level of participation.

2.	A separate area (ideally with grass) for runners, particularly middle and long distance runners.	Clearly identify area if warm-up is restricted regarding space.
3.	A completely separate area for throwing events; could also be a separate place other than where the track athletes warm-up.	Ensure the throwing area per event is safe for the field athlete but also for the track athletes in the warm-up area. If not available, provide time in the competition area for warm-up.
4.	An indoor warming up area close to the Call Room. This is considered a plus.	Not always possible at all stadiums in South Africa.
5.	A facility for the Jumps. Sand-pit for Long Jump and Triple Jump with synthetic run-up. High Jump Pit with synthetic run-up.	If not possible at least a synthetic run-up with 3 – 5 lanes, or allow warm-up on the track.
6.	Security Staff and Accreditation available at the warm-up area.	Security Staff and Accreditation available at the warm-up area. If no accreditation system is used, safety and security are compulsory at all times.
7.	Equipment where possible the same as that provided for the competition.	Equipment where possible the same as that provided for the competition.
8.	Changing rooms and toilets.	If no permanent structures are available on the warm-up area, temporary changing rooms and toilets should be erected.
9.	Shade shelters.	Shade shelters – could also be umbrellas and gazebos.
10.	Drinking water.	Drinking water.
11.	Areas for medical staff to work: Medical staff provided by event organisers; Medical staff from teams.	Areas for medical staff to work.  Medical staff provided by event organisers; Medical staff from teams.
12.	Public address system/ scoreboard – with call room times.	Public address system/ scoreboard – with call room times.
13.	Officials and volunteer to assist athletes and coaches and to look after the safety and security of the athletes.	Officials and volunteer to assist athletes and coaches and to look after the safety and security of the athletes.

Source: Coetzer, 2012: Personal interview; Barra, *et al.* 2003:86 & 151; Glad & Roe, 2002:99.

The criteria set in Table 4:29 correspond with the criteria of the IAAF, and the possible alternative column suggests alternatives for events other than international and national events. To assist the technical delegate responsible for preparing the warming-up area Checklist 24 (*cf.* Checklist on CD) was developed. This

subcommittee responsible for the warming-up area should be available during the event to assist with all requests and needs of athletes and managers.

#### **4.7.10.3 Access to the warm-up area**

It is important to note that the officials and volunteers at the warming-up area are officially appointed for the competition, and have the same authority given to competition officials through this appointment (Botha, 2010: Personal interview). Access to the training and warming-up area should be controlled through accreditation. The athletes have the right to warm up before the competition without media and the public disturbing them. Through accreditation, the access could be restricted to athletes, coaches, managers, and the officials appointed.

#### **4.7.10.4 Alternatives**

When the warming-up areas are not adjacent to the competition area, the event organisers are responsible for organising transport to between the warming-up area and the competition area. Accreditation and security between the two areas as well as the transport are of the most important matters the organising committee must attend to (XX Universiade, Sicilia 1997:83). A time schedule indicating the transport schedule to the warming-up area and from the warming-up area to the competition area must be included in the manager's packages and must also be displayed clearly visible at the warming-up area. No athlete will obtain access to the competition area other than through the call room. Where warm-up areas lack synthetic areas as prescribed for IAAF qualification, the programme should allow time for the athletes to spend on the track to prepare for their event. Athletes must gain access to the competition area through a call room - from the warming-up area to the competition area or direct access to the competition area when warming-up will take place on the track.

#### **4.7.11 CALL ROOM**

The IAAF and ASA make use of a call room system at major events. Athletes at lower level events, however, should be exposed to a basic call room system to adapt to this kind of preparation and to become used to reporting to the reporting area meticulously on specified times. The level and venue of competition will determine the number of call rooms that will be in use. This system will also have an impact on their warming-up routines. In an interview Zola (Budd) Pieterse (2006: Personal interview) referred to the effect of a call room system on the warming-up routines of athletes. That athletes need time to adapt to such a system was emphasised by Elinda Vorster, former Olympic sprinter and currently coach of several sprinters in the Free State, who pointed out the importance of providing opportunities to young athletes to be exposed to a call room system to become accustomed to it from an early stage in their careers. She recalled that she had to cope with a call room system for the first time shortly after South Africa had re-entered the international arena at the Olympic games, not knowing how to warm up to be ready for her event, as there were two call rooms and they had to commute by bus between the call rooms and the competition area (Vorster, 2012: Personal interview).

##### **4.7.11.1 Call Room at the warming-up area and entrance to competition area**

At certain of the mega-events, athletes have to report to a call room at the warming-up area before moving through to the final or second call room at the track that leads to the competition area. At the warming-up area the call room serves the purpose to call athletes in good time to enter the process of access to the competition area. No athlete will obtain access to the competition area if they have not proceeded through the designated call rooms at the times as published.

Clear directions to the call room must be visible and easy to follow, for team managers and athletes. Communication on the times that athletes should report to the call room could be communicated as follows:

- An electronic scoreboard to display the time at which athletes of each event shall enter the call room.

OR

- A complete list of the different events and the times athletes must enter the call room for each, displayed at the call room.
- In addition to the above, the information should be publicised in the event programme or as an insert in the managers' and athletes' packages (*cf.* Table 4.19 & Table 4.20). If this option is used, it should be done together with one of the two first-mentioned formats.

The principle to follow, according to the IAAF and ASA (Glad & Roe, 2002:106; ASA-The ASA Technical Manual for Officials, 2002:15) when setting up a timetable for the call room is to consider the following:

- Time to do all the checks that need to be carried out at the call room, e.g. bags to be inspected, to ensure that no illegal devices as described in the IAAF Rule 143 (IAAF Competition Rules 2010-2011:127 -129) are carried into the field, and control of advertising on clothing and bags. The officials will also check the length of the spikes and check the race numbers (where applicable).
- For track events, to hand out the electronic hip numbers (where applicable).
- Time to do final warming up exercises, before the start of the event (in South Africa it could be that the athletes will go on to the track earlier than what is allowed due to no warming-up facilities available at the venue or nearby).
- The time at which a first announcement will be made at the warm-up track for athletes to report to the call room.
- The time at which a final announcement will be made at the warm-up track for athletes to report to the call room.
- The time at which all athletes for the event should be in the call room (or first call room if two are being used, as often the case).
- The time at which the athletes will be escorted from the call room to either the second call room or the event site.



- The time at which the escorted athletes will arrive at the event site.
- The starting time of the particular event or heat/group (if more than one).

An example of such a timetable for a single call room system, as applied by the Researcher at the 2010 USSA Track and Field Championships in Potchefstroom, is depicted in Table 4.30.

**Table 4.30: Time table to enter call room**

<b>Events</b>	<b>Time</b>
All running events	30 minutes
Hurdles races and relays	35 minutes
Shot Put	40 minutes
Other throwing events	50 minutes
Long jump & Triple jump	50 minutes
High jump	60 minutes
Pole Vault	80 minutes

Source: ASA. The ASA Technical Manual for Officials, 2002:15 & XIX Universiade – Sicilia 97 Athletics, 1997:3.

- The athletes will be able to leave the call room under the guidance of the specific technical officials assigned to accompany the athletes to the specific event. At the 2012 USSA Track and Field Championships at the University of Johannesburg Stadium (27-28 April 2012) the call room system was used, but did not attend to the above criteria and standards as requested by the IAAF and ASA. In an interview with Kaai Preller and Ans Botha (Botha, 2012: Personal interview; Preller, 2012: Personal interview) they reported the following regarding their experience of the call room as coaches of several of die Free State University athletes namely (*cf.*4.7.1)The IAAF Rule 143 (IAAF Competition Rules 2010-2011:127 -129) was not adhered to, because in the shot put for men event a shot was used by some athletes that was lighter than the weight prescribed for senior men

in IAAF Rule 188 (IAAF Competition Rules 2010-2011:190). The coaches watching the event picked it up and made the technical officials aware of the incorrect shot that was being used. The technical officials took the shot out of the competition and after the event determined that an athlete brought the shot in his bag to the competition area. This clearly shows that the call room did not apply IAAF Rule 143 (IAAF Competition Rules 2010 - 2011:127 -129).

- The principle to follow according to the IAAF and ASA (Glad & Roe, 2002:106 & ASA-The ASA Technical Manual for Officials, 2002:15) regarding escorting athletes was not adhered to as no technical official accompanied or escorted the athletes to their respective events (*cf.* 4.7.1).
- On the first day of a competition no lane draws were available for the technical official at the call room to call out the athletes to enter the competition area and to ensure that the correct athletes entered or qualified for the next round. The second day lane draws were made available, but these did not correspond with those on the track or used at the electronic devices that recorded the results (Prinsloo, 2012: Personal interview; Cronje, 2012: Personal interview).
- At a meeting the call room was not an enclosed area with the necessary signs put up or enough technical officials to attend to all the principles and meet the standards.

The information that has a bearing on the call room must be clearly visible in the call room and be included in the athletes' packages and managers' packages (*cf.* Table 4.19 & Table 4.20). In the call room, information such as starter orders (commands) should be put up visibly to be read when done in a language other than English. Especially when international athletes from abroad are competing in South Africa, or at events in Africa where French is the official language, the athletes must be able to read the English commands should be visible in the call room. An example of how it could be done is the notes the Universiade organisers used in Italy in 1997:

- All races to and including the 400m and the 4 x 400m relay
- For all other running events
- "Ai Vostri Posti " fire the gun

When the starter wishes to stop the starting procedures, he will invite athletes to stand up, with the command: "*al Tempo*". These commands must be brought to the attention of athletes and managers in their packages (XIX Universiade – Sicilia 97, Athletics: 5) (*cf.* Checklists 25 & 26 on CD).

The times that athletes would be escorted to their event must also be displayed clearly as this differs from the first call to the call room. If not displayed in the event programme it should be included in the athlete's package (*cf.* Checklists 25 & 26 on CD). Table 4.30 is an example used at the Universiade of 1997 in Sicilia and 2010 USSA SA Track and Field Championships, Potchefstroom. This can be used by organisers as a point of departure (*cf.* Checklist 26).

**Table 4.31: Time Table to enter track**

Events	Time
All running events	10 minutes
Hurdles races and relays	15 minutes
Shot Put	20 minutes
Other throwing events	30 minutes
Long jump & Triple jump	30 minutes
High Jump	40 minutes
Pole Vault	60 minutes

Source: Botha, personal interview, 2010 & XIX Universiade – Sicilia 97 Athletics, 1997.

The technical officials (hereafter referred to as TOs) must check the athletes' clothing as well as the sponsors' names on the clothing and the race numbers (IAAF Rule 143, IAAF Competition Rules 2010 - 2011:127-129). If examples of the clothing, the race numbers on the vest, as seen in Figures 4.15 - 4.17 are visible in the call room, athletes could ensure that they are dressed according to the rules for the specific event (*cf.* Checklist 27 – 29 on CD). In Annexure 5.1, (Regulations governing advertising and promotional displays at competitions held under IAAF Rules 2010 -

2011:17-30) the rules and regulations, as accepted by the IAAF Council in Helsinki on 13 August 2005, clearly indicate what is acceptable and what not, as summarised in Figures 4.15-4.17 (*cf.* Figures CD:15 - 17).

#### **4.7.11.2 Technical Official checklist in call room**

To assist the technical officials in the call room (called room judges as referred to in IAAF Rule 138) (IAAF competition Rules 2010-2011:124, the researcher developed Checklist 30 (*cf.* Checklists on CD) for the use in the call room to ensure that the rules are abided by. The Call Room Manager will oversee all the activities in the call room. The judges will refer any unresolved issues or matters arising to the call room manager or referee as he is referred to.

#### **4.7.11.3 Preparation of the call room(s)**

To assist the LOC member responsible for preparing the call room facilities, the researcher developed Table 4:32 (*cf.* Tables on CD: 32) after an interview with Gerrit Coetzer, IAAF technical advisor, on 19 January 2012 in Bloemfontein (Coetzer, 2012: Personal interview). He pointed specified the equipment that should be available in the call room to enable the technical officials to adhere to the criteria according to Rules 13-139 (IAAF Competition Rules 2010-2011:123-124) as indicated in Table 4.32 (*cf.* Checklist 31 on CD).

The technical officials must confiscate all items that are not allowed in the call room or to be taken into the competition area by an athlete, according to IAAF Rules. The researcher developed a system with supporting documentation to ensure the security of the confiscated items of the athletes and to ensure that their personal belongings will be safe en secure.

#### **4.7.11.4 Confiscation system and procedure**

The technical official confiscating an athlete's items that do not comply with the IAAF Rules must complete the confiscation form developed by the researcher (*cf.* Figure

4:18 on Figure CD: 18 and Checklist 32 on CD) in the presence of the athlete. Both the athlete and the technical official must sign the document. The original must be attached to the bag and a copy to the athlete. The athlete must be informed that he/she can collect the bag by submitting the form and identification to the official at the TIC after the competition. Both the athlete and the technical official must check the goods in the bag as reported on the form. If the athlete is happy that all the belongings are there, both parties sign and the athlete submits the copy of the form, which the official staples to the original taken from the bag, and files the document.

The confiscation bag will be taken to the TIC by the volunteers assigned to the call room for this responsible job. The technical official assigned to the confiscation system in the call room can have a book where all bags are listed and ask for a receipt acknowledgement signature from the official at the TIC. The security and safety of the goods may not be jeopardised by a lack of systems put in place to secure the property of the athletes. The TIC is the hub of the event and will keep the confiscated goods in a safe place to ensure the athlete that his/her goods are safe. The quality control in the TIC is of utmost importance.

## **4.8 TECHNICAL INFORMATION CENTRE (TIC)**

### **4.8.1 Introduction**

The Technical Information Centre or also known as the Competition Secretariat is the administration hub of the event and is the centre from where all results will be processed and distributed to the respective areas. This is the hot spot of the event and forms the hub of the organisation during the event. If this department fails, the event fails.

The Competition Secretary will be the Chief official in the TIC to oversee all the activities in the administration hub. Having worked in TICs for more than 20 years the researcher (Fourie, 2012[e]:231-245) knows what is required of the staff in this department. The IAAF (Glad & Roe, 2002:61) identified the following as prerequisites for TIC staff:

- Experience in staging track and field meetings.
- Technical knowledge of track and field.
- Ability to work under pressure and cope.
- Ability to think on one's feet.
- Can give attention to detail.
- Decisiveness.
- Sound knowledge of the rules.
- Ability to work in a team.
- Concentration.
- Firm, but pleasant approach when dealing with others.
- Strong organisational skill – think practically.
- Sound control functions.
- Good people skills.
- Multi-tasking.
- Well-organised person.

It is therefore important to take young people on board in the TIC to learn and gain experience as this is the heart throb of the meeting. The researcher experienced the importance of having suitable staff in the TIC, as she had to take over in the TIC at the 2011 SA Student Athletics Championships in Stellenbosch on 29-30 April 2011 to save the event.

The Competition Secretary as chief officer in the TIC is responsible for the management, collection and distribution of results and other information related to the competition. When discussing the results plan the position of the Competition Secretary will be discussed in detail. This is the key pin regarding quality control of the results plan and the planning should be done meticulously. At major meetings the Competition Secretary's support staff and the work area they use are called the Competition Secretariat. At smaller meetings, the Competition Secretariat could also be responsible for seeding, draws, and the distribution of start lists. For the major events this will be done either in collaboration with the Technical Manager or

by the Technical Manager and his team (Fourie, 2012[e]:231-235; Glad & Roe, 2002:62-63).

Planning regarding the preparation of the TIC and the management of the TIC must be done in uncompromising detail. The TIC forms part of the quality control of results and other competition documents, for example, new lane draws in different identified areas. It is not only imperative that the documents reach the identified points, but also that all documentation goes out on time. A person needs to be assigned to this job to mark what has come in and what has gone out, monitoring the time, especially when new lane draws go out. That person will also monitor the time it takes for results to come to the copy room to enable the competition secretary to assess problems when results are delayed. This is the heart and core of the success of an event, as results and the next round's lane draws or final lane draws must be available on time. This will enable athletes to prepare on time for the next event. It is imperative that event organisers understand the purpose of the copy centre as the pressure on the centre differs according to the kind and level of event.

At the 2012 USSA Track and Field Championships held in Johannesburg (27-28 April) the TIC was manned by one person at a table in the main pavilion, far away from the copy room with no means of communication between the two areas. No monitoring of results was done, and speedy distribution of results to the media was not monitored. Sufficient volunteers in the TIC and copy room were not available to cover the distances and speed up the distribution of results and lane draws. This was an unsatisfactory experience for the researcher who received results hours after the completion of the events. Johann Russouw of SABC Radio and his team broadcasting live on radio at certain times experienced the same delay, which made live broadcasting difficult (Russouw, 2012: Personal interview; Cronje, 2012: Personal interview; Cronje, D., 2012: Personal interview). This delay could be attributed to negligence on the side of the TIC to appoint sufficient volunteers, and caused a chain reaction of problems regarding the results with athletes not knowing in which heat they would be running or receiving the new lane draws late. The success of the event was jeopardised.

The problems that may arise when the convener of the photo copy centre is not knowledgeable about the difference between a one-hour event with no heats and semi-finals, and a two-day championship with heats, second rounds, semi-finals and finals serve well to illustrate the importance of a well-run copy centre. During the 2000 National Student Athletics Championships in Pietersburg (now Polokwane) the convener did not understand that the results of the 10 heats in the 100m for men had to go out as quickly as possible to the seeding officials as in those days the processing of results and seeding were not done by a computer programme, but manually. When he received the semi-finals' results, he did not realise that the athletes had to know who had qualified as soon as possible so that they had sufficient time to warm up and report to the call room on time (Fourie, 2012[e]:56). This example emphasises that experienced people with background knowledge should play a central role in the staff appointed for the TIC and the copy centre.

The team working in the Competition Secretariat, also called the TIC, will start prior to the event, as they will be involved in the administrative and organisational tasks assigned to the Competition Secretariat. They could be involved in entries (*cf.* 4.3), seeding, the preparation of lane draws and other specific administrative tasks to prepare the documentation required by the athletes, managers and the technical officials. They may form the committee tasked with preparing and packing the athletes' packages and those of the team managers (*cf.* Table 4.19 & Table 4.20). Specialized officials should be assigned to some of these jobs, the more complex the event becomes. Technology that could be used to the advantage of the event will require well-skilled people in that department and will form part of the Competition Secretariat. The Technical Manager will still be accountable for the process. This department has to be the first to start and last to finish.

Depending on the size and complexity of the meeting, the level of participation and the answer to the "*What?*" question, some of the following assistants may be required to operate the Competition Secretariat effectively as identified by the IAAF (Fourie,2012[a];Glad & Roe, 2002:115-116):



- Computer operators to enter information - could be a professional team that is hired.
- Seeding and draw officials – even if the seeding and lane draws are done by computer, a back-up team is still required to check the seeding and draws for correctness.
- Scorers, even if the computer adds the scores, a team of scorers should independently keep score to benchmark the results. This is crucial as it could cause much discontent at an awards function or after the event, should mistakes be picked up.
- Photocopy operators – at least seven working on 5-6 machines (1 machine - blue for men's results; 1 machine -pink for women's results; 1 machine – white for lane draws; 1 machine – green for press releases and notices to media and standby; 1 machine – white for copies of all results to team managers; 1 machine for all other copies not related to mentioned copies; 1 machine for standby).
- Runners (to deliver start lists and results, etc. and maintain the notice boards) (*cf.* Results plan 4.5.4.3).
- General administration assistants.

#### **4.8.2 Duties of the staff in the TIC**

Being the heart of the event, the TIC should be located such that athletes, team managers and coaches have easy access. The TIC should have a separate access for Technical Officials to enter from the track, or if not possible, with the least interference from the public and athletes. In this discussion the researcher will discuss the TIC as often used by event organisers at venues in South Africa and give a perspective on how a TIC could be constructed as experienced at World events and applied by the European Athletics Association (Barra, *et al.* 2003: 175 – 177) and USSA Athletics.

In South Africa the TIC is structured to co-ordinate the event and the following matters should be attend to as described in Table 4:33.

**Table 4.33: Technical Information Centre Guidelines**

Nr	What?	For Who?	Detail of activity	Remarks
1.	Prepare documents for Technical Meeting	Chairperson Technical Meeting.	All information that must be communicated to the Managers	See agenda <i>cf.</i> Checklist 33 on CD
2.	Prepare documents.	Lane Draws for Technical Officials.	Files must be prepared per event, <i>cf.</i> Checklist 34 on CD for detail.	
3.	Distribute results	See Checklist 24 on Results plan.	<i>cf.</i> Checklist 35 on Results plan	
4.	Managers' packages & Athletes' packages	Managers and athletes that have not reported at registration and accreditation centre.	Notify managers that the information is available at the TIC.	Send an urgent notice to announcer, <i>cf.</i> Checklist 36 on CD.
5.	Start Lists (all technical related information)	All TO.	Distribute to specific TO Prepare Files for 2 <sup>nd</sup> day.	
6.	File results	File1: monitor all results and start lists that are distributed from the copy room. File 2: Extra's to add to N Board.	If documents have been taken off the Notice Board by athletes.	
7.	Urgent Notices	Technical Delegates & Competition Management.	Collect and distribute	<i>cf.</i> Checklist 36 on CD
8.	Documents for team managers	Collect & Copy.	Monitor that documents are received by managers	Collection point for managers
9.	Receiving point of written questions for Technical Meeting	For Technical Meeting – Chairperson.	Advise chairperson	
10.	Point of contact for team managers	For managers	To call relevant referee for a protest.	
11.	Appeals	Team Managers	Provide appeal forms. Receive appeal forms and money.	<i>cf.</i> Checklist 37 on CD

			Call appeal Board. Call Manager	Give copy of result to manager
12.	Receipt of appeal deposits	Team Managers	Receipt book to record money received and repay according to result of appeal.	Only if the Chairperson of the Appeal Board requests this.
13.	Call Room Confiscated bags	Athletes	Manage the process. Safe keeping of confiscated bags.	Receive Hand back to athlete Manage the documentation (cf. Figure 4.19 on CD).
14.	Notices to announcer	Team Management Technical delegates	Send official announcement that has been approved to announcers.	cf. Checklist 36 on CD
15.	Competition Management Forms	Team Managers Call room Technical officials		
15.1	Participation Cancellation	Team Manager Competition Doctor	cf. Checklist 39 on CD	
15.2	Relays Teams Form	Team Manager	cf. Checklist 40 on CD	
15.3	Appeal Forms	Team Manager	cf. Checklist 37 on CD	
15.4	Confiscation Form	Call Room	cf. Figure 4.18 on CD	& Checklist 32 on CD
15.5	Technical Meeting "question" forms	Team Managers	cf. Checklist 41 on CD	
15.6	Implements Form	Assizing Room Warm-up TO	cf. Checklist 42 on CD cf. Checklist 43 on CD	
15.7	Doping Control Request Form	Team Manager	cf. Checklist 44 on CD	

Source: Fourie, 2012[a]; Fourie, 2012[e]:145-155; Barra *et al.* 2003: 175 – 177.

The wide range of duties assigned to the TIC requests a thorough planning of the layout to ensure that quality service is rendered at the event.

#### 4.8.3 Layout and functioning of the Technical Information Centre (TIC)

If the stadium venues allow the space, the TIC should be divided into four enclosed areas, which should be connected to each other. The TIC needs to be accessible to

the Team Managers and, if possible, should have a view on the track, although this is not a prerequisite. If the venue cannot be divided into four enclosed areas, it should be divided into five separate workplaces in the venue (Fourie, 2010:55; Barra *et al.* 2003:176). At the 2012 USSA Athletics Championships (29-30 April, Johannesburg) the TIC was situated next to the VIP Suite at the top of the Main pavilion, far from the technical officials and due to a number of stairs not easily accessible to the managers and athletes. No directions were visible to indicate the location of the TIC. What the researcher picked up during that event was a non-functional TIC as the TIC consisted of one staff member sitting at a table. Nothing of what the purpose of a TIC is supposed to be or the services that the TIC should render was available. Due to a non-functional TIC no lane draws were available at the start of the first events on day one.

#### **4.8.3.1 Reception Area**

This is the only area where non-TIC staff will be allowed. The athletes and team management can obtain all documentation and general information from the TIC in this area. At mega events this area could also house the pigeon holes for each team/country/club to fetch documentation addressed to them. To ensure the safety and security of documentation, it is advisable to have pigeon holes that can lock with each team having a key to gain access to only their designated pigeon hole (Fourie, 2010:55; Barra *et al.* 2003:176).

#### **4.8.3.2 Co-ordination area**

This area should be reserved for the TIC staff only. It should be equipped with tables and chairs and all office supplies that may be necessary. This will enable TIC officials to print more forms if required or develop any document requested (Fourie, 2012[e]:150; Barra *et al.* 2003:176).

#### **4.8.3.3 Copy centre**

This is the area of the TIC that should be well planned and the quality control of what is received and what is sent out needs to be monitored very carefully. This was a great concern at the 2012 USSA Athletics Championships held in Johannesburg on 29-30 April. The researcher attended this event in the capacity of media representative, reporting on radio. The TIC basically did not exist, as the functions were fulfilled by one person sitting at a table next to the VIP Suite and the Copy Room at the back of the stadium with no communication network to link them. Although the Copy Centre had an "in basket "and an "out basket ", the media did not receive all the results, and no results were screened for errors. The media received results with the following words, "We have no idea", where the athlete's name should appear, and incorrect results where athletes received times, but never started the race.

The copy room at some stadiums cannot but be placed away from the TIC, and therefore the quality control system becomes even more imperative. This is a highly accredited area with access only by TIC and LOC members. It is important to have a staff member that monitors what comes into the Copy Centre and what goes out, recording the time in and time out. All the original documents must be filed and kept as a source to fall back on. Table 4.34 (*cf.* Tables on CD:34 and Checklist 38 on CD) will list all the equipment that should be in the copy centre to operate as quickly and efficiently as possible to ensure that results get to the points of distribution as quickly as possible.

#### **4.8.3.4 Meeting Room**

The meeting room, if not adjacent to the TIC may be a separate room that can be locked. The key must be kept at the Technical Information Centre. This room should have a round table with 5-7 chairs, as it will be for the use of Competition Officials and the Appeal Board (Fourie, 2012[e]:155; Barra, *et al.* 2003:176).

#### **4.8.4 Operation and functioning of the TIC**

The variety and complexity of the tasks to be carried out at the TIC demand skilled and knowledgeable persons at each point of service delivering. The key word in the TIC is service delivering. The most important requirements include:

##### **4.8.4.1 Reception area**

The number of persons to assist in the reception area will be determined by the size of the event that is organised. The responsibility of the staff in this area is to assist in attending to the Team Managers' requests, monitoring the results system and managing the protests and appeals that are submitted. Two persons at a minimum are required to deliver services at this point.

##### **4.8.4.2 Co-ordination area**

The person running the coordination area can assist in the reception area and be withdrawn to the computer if required for typing urgent notices. The person working in this area is responsible to pack the technical official's files with the specific day's lane draw as the TO needs to know the arrangements regarding the lane draws. These files must be available at least one hour prior to the start of the event. This information must also be communicated to the LOC member responsible. At the end of the day the files must be brought back to the coordination area in the TIC to enable the staff to pack them for day 2.

##### **4.8.4.3 Operating the copy centre**

The copy centre, being the nucleus from where results are distributed, requires diligent and knowledgeable staff that can work under pressure. It is imperative to train the volunteers that will work between the Copy Centre and the delivery points. They must be clearly informed about how important their role will be in the effective distribution of results and the success of the event. It is crucial to train the volunteers a day or two before the start of the event to ensure that the number of

volunteers is enough and that they are trained well enough to do their work effectively and efficiently and attain the goals set by the committee. Table 4.35 (*cf.* Tables on CD: 35) will indicate the number of staff and volunteers that are expected to work in the copy centre. The aim of the copy centre should be to deliver results as soon as they are received from the photo copy machine. No results should lie in the tray for more than two seconds. The efficiency and effectiveness of the copy centre will be measured in term of how fast results reach the different delivery points. The copy centre forms the hub from where results are distributed to the different delivery points. As the distribution of results play such a key role in the success of the event, a thoroughly planned results plan should be worked out to suit the stadium and event to be served.

## **4.9 RESULTS PLAN**

### **4.9.1 Introduction**

The results plan is a plan that the researcher has developed over a period of more than 35 years of organising events in the capacity of organising secretary of international and national events at different stadiums in South Africa. The researcher had the privilege to benchmark the plan and her way of thinking regarding results with the General Secretary of the IAAF, Mr Pierre Weiss in 1992 during a personal interview (18–23 April) at the Africa Unity Athletics Meeting in Dakar, Senegal and in Germiston, South Africa. She had lengthy discussions with Mr Weiss regarding results at events. The plan and suggestions to follow are a combination of the discussions with Mr Weiss and personal experience.

The researcher has experience not only as event organiser, but also in working in the television broadcasting vehicle at major events, representing radio stations as commentator, and/or reporting for the Afrikaans newspaper, "*Volksblad*". Her experience further includes acting as media liaison officer at several events, being responsible for the media and interviews, as well as feedback from members of the media at several events, including live television Varsity Shield Rugby games where the researcher was responsible for the results plan and media (Van Eck, 2012: Personal interview; De Swardt, 2012: Personal interview; Le Roux, 2007[a]: Radio

report on *RSG Sportjoernaal*; Van den Berg, 2007: Personal interview; Van Wyk, 2006[a]: Personal interview; Weiss, 1992: Personal interview).

The researcher had an experience during the 2011 USSA Athletics Championships in Stellenbosch which once again emphasised the importance of doing results planning in detail and having volunteers that understand the importance of their job in distributing the results to all the relevant points of distribution. Due to the LOC that did not attend to this area of the event the researcher had to take over to save the event.

The photo copy machines (8) indicated to be available were not available and the TIC had to work with two machines of which one was very slow and could only be used to make the copies for the team managers. Due to having only one machine the results could only be made in one colour, namely white, as there was no time to change paper for the different copies as indicated (*cf.* 4.8) previously? The volunteers did not understand the urgency attached to the distribution of results as they had not been trained and on the morning of the first day the researcher only had time to show them where to go - no proper training could be done. To make it even more difficult, for the second day a new team of volunteers was assigned to deal with the results. This put extra pressure on the TIC as the researcher had to drive the meeting from the one photo-copy machine with no time to attend to and apply quality control. The TIC and photocopy area also had to function with only three persons. This was not adequate for the magnitude of the event. The documentation the researcher has developed discussed in this chapter assisted in the management of the TIC. Committed staff under the guidance of the researcher coped although all aspects could not be attended to as crisis management was used to keep the TIC going and the event running on time.

#### **4.9.2 A *pro forma* results plan**

When planning the distribution of results it is important to realise that it will not only be the results that have to be managed, but also the team that will be responsible to distribute all start lists, lane draws, result sheets and results. At major events, there



also will be athlete's quotes, and other relevant media clips, that are news worthy and deserve attention. The team to work out the plan should know the programme and the content of the events that will take place, as well as the athletes that will participate. They need to familiarise themselves with the location of the venues and points of distribution. Figure 4.19 (*cf.* Figures on CD: 19 and Checklist 35 on CD) will indicate a needs analysis and results plan that may be used as a point of departure to compile a results plan for the specific event. In designing the results plan and determining the number of volunteers that will be required, some basic principles are to be taken into account. The following aspects should be considered and guide the planning phase:

- Results may never lie in the basket in the copy room; they need to be cleared as soon as the number of copies is in the basket or tray.
- Organisers should never differentiate between the radio, television, and the written press.

The media reported the following on the matter regarding results that supported the proposed results plan: Karien Jonckheere, (athletics journalist) from *The Star* stated that results must be available immediately on a regular basis throughout the event. *"We are often on a very tight deadline, and have to write while the athletics meeting is on and cannot write if no results are available. The system needs to be planned, that results are managed in such a way that while we are interviewing athletes in the media centre results should still be delivered to your station. The results keep the reporter on track with what's happening at the event"* (Jonckheere, 2006: Personal interview). To comply with this request, results are delivered by the results team working at the specific venue into the baskets at the working station of each reporter as soon as they are available.

Hyson Musandiwa (Sport Producer and SABC reporter) maintains: *"Results must be available within five minutes after the event. This is important as radio goes live, often during the event"* (Musandiwa, 2006: Personal interview). A team similar to the one that supplies results to the written press should be available at the radio

booths to supply results to the announcers' basket sat their working stations as they are received from the copy room.

Daan van den Berg (Executive Producer: Radio: SABC Sport) represents and manages the broadcasting of the event in all 11 official languages. He reported regarding results to the media by stating the following: *"Results need to be available as soon as possible. Most radio services have extended the airtime available for athletics. Commentators too often find themselves in an impossible situation where they are live on air without the 'tools' of the trade: Not receiving results very fast they cannot give the correct weight, appreciation, acknowledgement to the performance"* (Van den Berg, 2007: Personal interview).

Listeners are reported to switch off their radios because many of the reports lack integrity, preciseness, and authority. The slow and incomplete results delivery during the past number of athletics seasons, badly affected the quality of broadcasts. This is a serious matter and needs the direct attention at the highest level of ASA (Van den Berg, 2007: Personal interview). *"Many field events cannot be commented on by radio. The reason for this is that although the electronic information boards reflect the information regarding a specific field athlete's achievements, these boards are often not directed at the media. This results in the information not being visible to the media. Continuous commentary on field events is thus not possible and more often than not only results are reported on"* (Van den Berg, 2007: Personal interview).

An organising committee that thoroughly plans the results management and technical preparation of the volunteers operating the scoreboards could address the laments in the statements made by Mr van den Berg. The Competition Director must sensitise the volunteers and technical officials at the field events to ensure that they know where the media are situated in the pavilion to turn the scoreboard into that direction every time information is changed to ensure that the board is also visible to the media.

Regarding the results at the 2012 USSA Athletics Championships the researcher experienced the following:

- Results indicated wind gauge readings where applicable;
- No USSA and or ASA records were indicated on the result sheets;
- A result was distributed indicating the result of Heat 6 in the 100 metres for women with an athlete that qualified to go through to the semi-finals, stating: *"WE HAVE NO IDEA"* where the athlete's name should be and a question mark where the team should be indicated. This emphasised the chaos that existed regarding the lane draws that started on day one.

The team at the radio booths have to be trained to comply with the needs of the media (Van den Berg, 2007: Personal interview). Gert le Roux, (reporter to News 24 and SAPA) refers to results by saying: *"As soon as possible after an event the results must be available to all media people with no differentiation between the different media as deadlines need to be met"* (Le Roux, 2007[b]: Personal interview).

Johann Russouw (Specialist Announcer: Sport SABC-Radio) remarked in this regard: *"Radio is an "immediate" medium of broadcasting and communication. Results of any event must be supplied to a commentator within three minutes after completion"* (Russouw, 2007: Personal interview). It is clear from the quotes from these reporters that results must find their way to the media as soon as possible – this is a high priority.

This was not the case at the 2012 USSA Athletics Championships (27–28 April) in Johannesburg as experienced by the researcher doing radio commentary and Johann Russouw and his team of SABC (Russouw, 2012: Personal interview). It was clear that the LOC had not understood the role of the TIC and had no results plan in place. The volunteers also were not trained and did not understand the role they played in the success of the event. Many team managers expressed the view that the event was total chaos.

### 4.9.3 Criteria – Results plan

The stress under which the media work is high. The television and radio are live on air, and even if a package is compiled for later broadcast, time is an important factor. The written press, on the other hand, has a deadline and the challenge to write the story as correct as possible and as inclusive as possible. To be able to satisfy the media's requests, results need to find their way directly and as quickly as possible to the media. Results, however, must be complete to enable the reporter to provide a true reflection of what has happened to the listener, viewer and the reader.

Complete results must comply with the following conditions:

- Where applicable, for example, for the long jump, triple jump and the track the wind-gauge readings should be available in regarding the field events for each jump and on the track for each heat or round.
- Results should first go through a quality control process before sent out to the media. A qualified TO in the TIC should be assigned to do this. This will ensure that the media receive all the results. This serves as a monitoring and quality control system.
- The first phase of quality control starts at the event itself and is the responsibility of the Chief Judge. The second control measure is the Event or Field Referee. The third control point will be the Meeting Director or an appointed person dedicated to the job.

To enable the media to deliver an inclusive report on the event and to assess the achievements of the athletes, results must be complete and contain the necessary technical information, for example, wind-gauge readings where applicable. Reporters can value an achievement in the discus throw, for example, only when the full range of throws are indicated in the results. Often event organisers send computer results, only reflecting the winning distance and not the original result identifying the full range of throws.

As recently as 2010 the researcher, as media liaison officer or reporter for radio, at several events received incomplete results without the full sequence of throws or jumps, and where required no wind gauge readings. When this occurs, it creates a problem for the statisticians as no achievement can be recorded if no electronic time readings and wind gauge readings are provided where applicable. This may also have a negative effect on the athletes, as event organisers will only invite athletes with achievements that have been validated by accredited statisticians. The specialised athletics media reporters and announcers emphasise and support the importance of correct and complete results. These results should include, for instance, in the range of jumps, each athlete's achievements in the long jump, including the wind gauge reading of each jump. This will allow the reporter to provide informed results to listener, viewers and readers. Johann Russouw, (Specialist Announcer: Sport SABC-Radio) referred to detailed results as a necessity to analyse the competition in detail and for record purposes (Russouw, 2012: Personal interview; Olivier, 2010: Personal interview).

Gert le Roux, (reporter to News 24 and SAPA) reacted as follows on questions in connection with what the media expect regarding results: *"The more detail you can get, the better. It is best to get a copy of the original results chart of the long jump, for instance, with wind-readings in full. It is important that journalists be provided with all the details that they might require"* (Le Roux, 2006[c]: Personal interview).

Daan van den Berg (Executive Producer: Radio – SABC Sport) referred to the question on the importance of complete results as follows: *"For a well-informed reporter/commentary it is of paramount importance to have the complete list of results and content available. A detailed result gives you so much more information, which enables the commentator to read important aspects like: (a) how good the series of the performance was; (b) when changes on the leader board happened, and (c) may reveal aspects like strategy, effects of pressure, etc."* (Van den Berg, 2006: Personal interview).

Karien Jonckheere (athletics journalist) from *The Star* values complete results and used the example of Khotso Mokoena to stress the value of complete results, by

indicating that he had two no jumps recorded before breaking the SA Record in the third round. She maintained that this kind of information made writing and reporting on the event much more interesting for the reader (Jonckheere, 2006: Personal interview). It is clear that complete, correct results with the emphasis on **correct** complete results assist the media to report, via radio, television or in writing, more comprehensive and informative information that interests the listener, viewer or reader. The more information, the more informative the reporting can be and that uplifts the standard of reporting that will add value to the success of the event, and add value to the marketing, not only of athletics, but also about the event itself.

#### **4.9.4 Criteria – Lane Draws**

Another aspect, linked to the results, that is most important to the media, is the lane draws or starting lists that the media receive in the press pack made available to the media. Event organisers must be aware of the importance of giving the most recent starting lists to the media. Not like once said to the researcher by an organiser of international standards that we in South Africa spoil our media by giving them the most up-to-date starting lists. This is not spoiling, this is a prerequisite.

The researcher herself experienced the detrimental effect of having a wrong starting list when having to commentate live on air. She brought live commentary on the 100 metres for men and as the athletes passed realised that the athlete in lane three was not the person whose name appeared on the lane sheet. In a 100 metres race this is a disaster. The researcher requested the media to report on this scenario, and this was the result:

Johann Russouw (Specialist Announcer: Sport SABC-Radio), in a personal interview on 24 February 2006, Johannesburg reacted as follows: "*Up to date, revised start lists are of the utmost importance because a radio commentator could be embarrassed when he/she supplies listeners with the wrong information.*" The researcher sat next to Johann Russouw, one of the top SABC announcers and a specialist in broadcasting athletics, in Durban at an SA National Track and Field

championship when he reported live on the 200 metres for men, where the starting list had not been updated. His reaction was to tell the listeners that the start list was incomplete and that the organisation of the event was poor (Russouw, 2006: Personal interview). As the researcher had similar experiences, she understood those comments he made and realised that if one wanted to organise a successful event one should be disciplined and correct when preparing the start lists, especially those that go out to the technical officials and the media.

Daan van den Berg reacted on 17 February 2006 from Johannesburg on this matter as follows: "*Correct starting lists, **very important**. The most humiliating moments on air was when I discovered that I did not know the name of a participant during a race as my lane draw was incorrect. Live on air requires intensive pre-preparation, and does not allow for last minute corrections - it is intolerant to 'wishy-washy' identifications. After all: You are the eyes and the ears for the listeners and the 'picture' you are giving the listener must be vivid and correct. One default damages the good name and integrity of a commentator who has worked for years to establish him-/herself*" (Van den Berg, 2006: Personal interview). This was echoed by Johann Russouw, specialist commentator in athletics for SABC Sport, and Christo Olivier, specialist rugby and cricket commentator for Super Sport (Russouw,2012: Personal interview; Olivier, 2012: Personal interview).

If it damages the commentator's integrity, this is even more so for the LOC and the name of the event. Such an occurrence will have an impact on the sponsor, the marketing, intricacy of the branding (*cf.* sub system 2 & key step 15), and value of the event. The Competition Secretary and the copy room must ensure that the start lists and lane draws that are distributed to the technical officials and the media comply with the standards as stated above by media representatives.

#### **4.10 CONCLUSION ON THE HOLISTIC TECHNICAL PREPARATION**

The technical preparation as discussed identifies the wide responsibility that rests on the shoulders of the Technical Manager and the Competition Secretary and his/her team. It is imperative that each subsection of the technical preparation of the event

have strong leaders and knowledgeable persons in charge. The technical preparation can have an impact on the financial budget of the event. Technical Managers and the team must accurately note all expenses regarding their area of responsibility. This must be forwarded to the treasurer to budget for under technical needs. Each section as discussed has to submit its respective budget needs for approval.

The administration hub or TIC and the competition secretary are responsible for the administrative side of the event with the copy room and the results plan as key role players in the success of the event. Planning in this area of the preparation of the event is vital as it links directly to the media. No technical preparation for an event can be done without the most current rulebooks of the IAAF and ASA. Organisers need to make use of the support ASA gives organisers through their technical advisor that will assist with advice regarding the technical preparation of the track. In provinces at lower level events the clubs or schools can make use of the technical advisor of the province. The IAAF Basic Competition Organisation Manual (Glad & Roe, 2002) is worth using alongside the IAAF and ASA rulebooks. The appointment of technical officials is as important as the technical preparation of the competition area, as no event can take place without well-qualified technical officials.

#### **4.11 TECHNICAL OFFICIALS**

Technical officials, (track and field) operating during the competition, other than those technical officials preparing the technical side of the event, form the axis around which an event revolves. The technical officials need to provide a safe and secure environment conducive to performance that complies with the standards and criteria set in the Rulebooks of the IAAF and ASA. Technical officials should be familiar with the most recent technical rules, and know how to manage any crisis situation in the competition area and/or warm-up area. Without qualified technical officials, the competition will not have status in the international athletics arena and no record can be ratified.



#### **4.11.1 Introduction**

The technical officials are the IAAF- and ASA-qualified officials who have to operate within the area of responsibility as set out by the Technical Manager and his/her team (*cf.* 4.4 and in 4.6 and 4.7). Although they are qualified officials, there are certain attributes attached to key positions. Due to the highly technical issues at stake in each event, technical official's need to stay updated regarding the most current rules of the IAAF.

The appointment of technical officials is the responsibility of ASA when they are directly involved in the event, or it could be done via the organising committee. For local events, for example the provincial championships, appointments will be made by the local organising committee of the province. To assist the organiser in appointing the technical officials the researcher has endeavoured to collect relevant information through the literature study, official documentation of the IAAF and own experience based on being involved in the TIC at several meetings on provincial, national and international level.

The role of the technical officials is of critical importance in running a successful event therefore the appointment of suitably qualified technical officials for the track events is very crucial. They must know how to ensure a safe environment for the athletes, technically properly prepared according to specifications. It is the responsibility of the technical officials to ensure that they are informed of current technical rules of ASA and the IAAF. It is essential that the best qualified technical official be appointed.

During interviews with several of South Africa's renown coaches they confirmed the importance of the technical correctness of the event (including preparation and during the event itself) (Botha, 2012: Personal interview; Liebenberg, 2010[a]: Personal interview; Meyer, 2010: Personal interview; Botha JP, 2007: Personal interview; Cronje, 2006: Personal interview). One of these coaches confirmed an

incident occurring at the 2010 ASA National Championships, Pretoria. A dispute arose on the application of a rule as the referee at the event argued the rule, using an old rule book (1998), not being aware that the 2010–2011 IAAF Rulebook was applicable.

The role of technical officials is crucial in the performance of athletes; therefore, the following attributes are essential (Coetzer, 2012: Personal interview; Glad & Roe, 2002:65):

- They need to love the sport, as often they will operate with no remuneration and for very long hours.
- They must have a sound knowledge of the current rules and should be prepared to keep updating their knowledge regarding the changes that occur and the current interpretation of the rules. The researcher often experienced technical officials referring to technical rules with an out dated rule book in their hands. An official must attend any enrichment courses to stay on the forefront of developments, and must also attend the refreshment course right before the start of the event. They should prepare for the event by reading the current rules applicable to the area of responsibility.
- They must be willing to work under the leadership of the referee, and to work as part of a team.
- With so many activities and excitement on the track, the TO should stay focused on the task and concentrate on the activities in the items for which he/she is responsible. It may happen that a World Record may be shattered at the specific moment when another big achievement occurs in another event. In 2008 at the Clover schools invitation meeting, the Chief Track Judge left the track for a smoke break at the start of the 5000m for boys. He left the inexperienced students in charge of the event. Upon realising this, the researcher had to take charge in the absence of the Chief Track Judge to assist the students to stay focused and manage the rounds - in which, during the final stages athletes were lapping each other. This is an example of an official that did not satisfy the criteria.

- Technical officials should be firm, but have a pleasant approach in dealing with others, even in difficult situations. This they can only do if they know the current IAAF rules. At the 2010 USSA Championships in Potchefstroom, 17-18 April, the appeal board received an appeal referring to an article number that had nothing to do with the situation in hand. It was clear that the Team Manager had used an old rule book. The Appeal Board members were using the 2010 IAAF rule book. At the same time, the appeal board also was dealing with a situation where the Track Referee did not abide by the rules and procedures of an appeal that was launched in the latter part of the morning and only reached the appeal board late the afternoon. This aggravated the situation and team managers were disgruntled. The appeal board had to defuse the situation tactfully but firmly (Liebenberg 2010[b]: Personal interview).
- Technical officials must have a pleasant demeanour, and a sense of humour always works wonders. Athletes are highly strung and focused; they need understanding, firm though friendly technical officials showing a sense of humour.

Some positions need leadership qualities and particular attributes linked to the specific responsibility that is attached to the position. Appointing officials to the key positions for the competition of the day is one of the most challenging tasks of an event organising committee. A number of these officials will assist in the preparation of the event and some will also have work to do after the event. For smaller meetings the operational work will be divided among the members of the organising committee. For major events expertise from outside the organising committee may be used in these core positions. These appointments should be made in good time to allow the persons to prepare properly for their task. The more complex the meeting and the higher the level of competition, the more crucial these responsibilities become (Glad & Roe, 2002:61). Table 4.36 (*cf.* Tables on CD: 36 and Checklist 45 on CD) indicates which general technical officials must be appointed in specialised areas. Event managers should ensure that qualified officials are assigned in the specialist areas to ensure quality in the execution of the job.

The IAAF (Glad & Roe, 2002:61) identified the following attributes that are ideal for these key operational personnel:

- Experience in staging track and field events.
- Technical knowledge (up to date) of track and field events.
- Ability to work under pressure and think on their feet.
- Able to attend to detail as risk management is crucial.
- Decisiveness.
- Good people skills

#### **4.11.2 Competition Director and Meeting Manager**

Compiling a management team for a track and field event starts with the appointment of the Competition Director and Meeting Manager. The role of the Competition Director normally is focused on the technical planning and organisation of the competition in collaboration with the technical delegates. On the day of the event, he/she will ensure that the planning is put into operation successfully and resolve technical problems with the technical delegate(s) (*cf.* Tables 4.25, Table 4.26, Table 4.27, Table 4.28, Table 4.29, Table 4.30, Table 4.31, Table 4.32 and Table 4.36 on CD).

The Competition Director is supported in the direct running of the event (interaction between competitors and TO) by other key officials, especially the Meeting Manager (IAAF Rules: 2010-2011:121&122:116; Glad & Roe, 2002:61-62). He/she, in conjunction with the Meeting Manager, is responsible for the execution of the planning of the meeting, keeping the event on time and overseeing that all competitions go off without a hitch and according to the applicable current rules.

For smaller meetings, which are less complex, the positions of competition director and technical manager may be combined. Another option entails that the organising secretary takes on the roles of competition director and meeting manager. The more complex and higher the level of competition the more responsibilities crop up that have to be delegated and more top key officials should take responsibility and

accountability. At larger meetings the Competition Director may feel the need to put a small sub-committee together to assist him, known as the Competition Directorate, to relay information and decisions to the various operations (Coetzer, 2012: Personal interview; Glad & Roe, 2002:62).

IAAF Rule 122 (IAAF Rules: 2010–2011:116) clearly explains the responsibilities of the Meeting Manager.

The Meeting Manager:

- Is responsible for correctly conducting of the meeting – keeping the event on time as published in the programme.
- Assesses whether all TOs have reported for duty.
- Appoints substitutes if necessary.
- Has the authority to remove officials from duty if not abiding by the Rules.
- In co-operation with the appointed marshal, will see to it that only accredited authorised officials and persons will be in the centre of the competition arena."
- Keeps the centre of the competition arena as clear as possible to keep the competition area safe for officials and athletes.
- If deemed necessary, for events of longer than four hours or over more than one day, appoints assistant managers to assist him/her in his/her duties and responsibilities.

#### **4.11.3 Technical Manager**

The job description and responsibilities of the Technical Manager were discussed in 4.6.2. To conclude, IAAF Rule 213 (IAAF Rules: 2010-2011:210-211) summarizes the responsibility of a technical manager as "*ensuring the runways, circles, arcs, sectors, landing areas for field events and all equipment and implements are in accordance with IAAF Rules*".

#### **4.11.4 Competition Secretary**

The job description and responsibilities of the Competition Secretary was discussed in 4.8 as the chief official in the Technical information Centre (TIC), also known as the competition secretariat. The competition secretary has the authority to appoint control room judges to assist in the call room. He/she must ensure that the most current IAAF Rule Book is available in the TIC.

#### **4.11.5 Announcer(s)**

IAAF Competition Rule 134 (IAAF Rules 2010-2011: 122-123), Altus Schreuder, ASA specialist announcer (Schreuder, 2010: Personal interview) and the IAAF manual (Glad & Roe, 2002:107) stipulate the following regarding announcer(s). The required expertise and job description of an announcer are also clearly identified.

##### **4.11.5.1 Announcer booth**

The announcers' booth need to be equipped with a reliable and appropriate public address system, with maintenance and backup plans should any part of it fails during the competition. The address system must be able to play CDs to accompany the medal presentations when the fanfare announces the start of the presentation. It is not regarded a necessity, but having a roaming mike enhances the atmosphere as it will enable one of the announcers to be at ground level near the action. It is important, however, that the announcer be sensitive to the action in the competition area and confines him-/herself to the mixed area (Schreuder, 2010: Personal interview). Before announcers use a roaming mike in the competition area, the event organisers have to obtain permission for this from the IAAF or ASA (Coetzer, 2012: Personal interview).

#### 4.11.5.2 Qualities and job description of an announcer

The announcer must keep the spectators, competitors and officials informed of relevant information. Rule 134 (IAAF Competition Rules 2010-2011:122-123 and Schreuder, 2010: Personal interview) describes relevant information as informing the public of the names and numbers of the athletes participating in each event, composition of the heats, lanes or stations drawn, and intermediate times. The announcer should announce the results (placing, times, heights and distances) of each event at the earliest possible moment after receipt of the information. The following principles apply to announcing at events:

- For smaller events, such as school or league meetings, the announcer may transmit more information about the competition than they would at major events, such as reporting times and other procedural matters, the results of all competitors, etc.
- At major events and high profile meetings, the announcers should not '*over-announce*', but ensure that the spectators are kept well informed of all information they would expect to receive. Announcers at major events will announce information like the following:
  - Where there is a scoreboard or video band, which can provide the full starting list and/or results of each event, it is not necessary for the announcer to read these out in full, but he/she should rather simply announce that the start list or result is on the scoreboard.
  - With finals, announcers may introduce the athletes, one by one, adding some interesting information about each athlete (e.g. World record holder, season's best time, personal best time), without delaying the start of the event or boring the public.
  - For earlier rounds of track events and qualifying rounds in field events, it is more usually the practice to refer to the starting list on the scoreboard and perhaps highlights the presence of the more significant athletes taking part.

- Where individual scoreboards are available at the field event sites, it is not necessary for the announcer to try to announce the results of each athlete's trial. In any case, this would be impossible, as many events occur simultaneously. However, the announcer might draw attention to the fact that a prominent competitor or the leader in the event is about to jump or throw, or to the current standing in the event.
- Where there is to be an unexpected delay in the competition, the announcers should inform the public, similarly with other important announcements in relation to the competition of which the crowd may not be aware.
- For technical reasons (i.e. protests), the announcer must ensure that they announce the official results of each event or draw attention to its presence on the scoreboard. The time at which this occurs should be recorded in some way.

The announcer therefore needs to be a person that would be able to cope with the demands as set out above, but also a person that speaks clearly and knows the IAAF and ASA technical rules as publicised in the most current IAAF Competition Rules.

#### **4.11.5.3 Appointment of announcer(s)**

The IAAF, for competitions held under Rule 1(a), shall appoint announcers, fluent in English and French. In South Africa, for all events taking place under the direct auspices of ASA, the announcers are to be appointed by ASA as confirmed by Gerrit Coetzer, IAAF and ASA Technical delegate and Altus Schreuder ASA appointed announcer (Schreuder, 2010: Personal interview; Coetzer, 2006: Personal interview). For provincial championships, the provincial committee will do the appointments, and for any other events under the auspices of the province too. Associate members of ASA (e.g. USSA Athletics) will be responsible for appointing announcers for their respective events.



#### **4.11.6 Scoreboard manager**

The Scoreboard Manager is responsible for the operation of the main scoreboard(s) where available. The main objective is to provide spectators and the media with relevant information. The Scoreboard Manager will work in close co-ordination with the Competition Director and Announcer(s) and the sources that supply the required information (Glad & Roe, 2002:108).

##### **4.11.6.1 On-field scoreboards**

Preferably, field scoreboards should be available at each field event site and should inform the spectators and media of the number of the round, and the number/name of the athlete and their results. Other information such as current position is also useful. In the case of the high jump and pole vault, the current height of the bar should be clearly displayed. In throwing events, this information is enhanced by the placement of markers indicating the best throw of each competition along one sector line (Glad & Roe, 2002:108). It is important, and has been requested by the media, that the official or volunteer that works at these boards should be sensitive to turn the boards, if possible, so that the media can also follow and see the information displayed (Van Wyk, 2012: Personal interview; Olivier, 2012: Personal interview; Van Eck, 2012: Personal interview, Russouw, 2010: Personal interview).

##### **4.11.6.2 Main scoreboards and video boards**

Scoreboards, where available, should be used to provide starting list and results, both progressive and final, as fully as possible, depending on the number of lines and characters available. Where a video board is available and is not being used fully or at all as a scoreboard, it can be used to show live action or to replay coverage of events (Glad & Roe, 2002:109).

#### **4.11.7 Awards Ceremony Manager**

Meetings that include formal victory ceremonies will require an Awards Ceremony. According to Boukes and Fourie (2004: 44) and Glad and Roe (2002:64) the Awards Ceremony Manager will work closely with the following officials:

- Competition Director
- Competition Secretariat
- Announcer
- Protocol official in the VIP area

A team, comprising the following members, may assist the Awards Ceremony Manager:

- Co-ordinator – medals and flowers.
- Technical officials to escort the VIPs.
- Technical official to escort the athletes.
- Technical official to escort the medal girls.
- Medal girls (3 for medals and 3 for flowers) – in South Africa representation of the demographics of the country is a condition that should be adhered to here. At school events the Head girls of schools may be used.
- The Awards Ceremony Manager may lead the full procession, or a person to do so should be appointed. In the case of the Awards Ceremony Manager leading the procession, some-one should be appointed to take over his/her task of coordinating the ceremony (Fourie, 2012[e]:189-190; Meyer [b], 2011: Personal interview; Glad & Roe, 2002:109).

The procession needs to be linked to the fanfare announcing the awards presentation. If it is an international event, a flag hoisting ceremony, for the hoisting of the flags of the victorious athletes, should form part of the celebrations. If this is part of the awards ceremony, the event managers must add this to their checklist of matters to attend to (Fourie, 2012[e]:189-190).

#### **4.11.8 Chief Marshall**

The Chief Marshall is responsible for ensuring that the arena is clear of all non-competitors and unauthorised personnel. The objective is to ensure safer and more visible competitions and to reduce distraction for the competitors. The Chief Marshall will require assistants for this duty. The number of assistants will depend on the circumstances and size of the meeting. This task could also be assigned to the police force or a security company, applying a well-structured and well-planned accreditation system (Fourie, 2012[e]:191; Glad & Roe, 2002:64).

The specialised technical officials are important, but the bulk of the technical officials that will see to the requirements and needs of the athletes at the competition form the cornerstone of a successful event. One mistake in this area of the event can cause total chaos as recorded by the media. Van Wyk (2004[b]:4) reported that three South African records achieved over a period of nine days, could not be approved by ASA due to a lack of knowledge of the IAAF Rules or negligence by not applying the IAAF Rules, or carelessness by technical officials. ASA replied to this article by Van Wyk, stating that such a situation was not acceptable. This emphasises that the appointment of technical officials should be done with the greatest of care to ensure that the best, qualified technical officials are appointed.

#### **4.11.9 Appointment of track event officials**

The track officials form the backbone of the officials' corps that assists the Meeting Director with the recording of the track achievements of the athletes. Appointing suitable technical officials for the track events is a vital task.

ASA will appoint the technical officials for all ASA events. The Associate Members, Provinces and Schools are responsible to appoint officials (IAAF & ASA accredited) for their own events. Who-ever is responsible for appointing the technical officials

needs to consider the following if they are to appoint officials as described by the IAAF (IAAF Competitions Rules 2010-2011:109-12; Glad & Roe, 2002: 65.

It is crucial that the best qualified technical officials be appointed. Table 4.37 (*cf.* Tables on CD: 37 and Checklist 46 on CD) provides a checklist used by the researcher as an event organiser for the appointment of technical officials for track events.

#### **4.11.10 Track Referee**

The track referee is the official responsible for seeing to the official rules being abided by in all events taking place on the track.

##### **4.11.10.1 Introduction**

The track referee must be a person that has a sound knowledge of the current IAAF track rules, as he/she is responsible for ensuring that all competitions on the track are conducted according to the rules. Due to the high level of responsibility and the wide scope of knowledge required, track event referees ought to be very experienced.

To gain this kind of experience a person that aspires to become a referee should start his/her career by officiating at all aspects of track officiating. A sound experience at local level of the broad basis and then on the level of the referee will prepare a person for the more challenging major events.

The track referee will work in collaboration with the meeting manager and the technical manager.

##### **4.11.10.2 Job description of the track referee**

According to IAAF Rule 125 (IAAF Competition Rules 2010–2011: 117-118) the job description of the track referee includes the following:

- The track referee may appoint the Judges and other officials of the track if it has not been done beforehand.
- In collaboration with the Technical Manager the track referee ensures that facilities and equipment to be used have been inspected and passed as satisfactory.
- His/her duties include the hearing of and deciding on protests.
- He/she has to decide on results when judges cannot agree.
- He/she has the power to exclude an athlete from participation for improper conduct.
- He/she should be available to address the media to explain rulings that arise from violations.

For most of the meetings only one track referee is appointed, although an assistant is useful if the track referee has to leave his/her post to attend an appeal board meeting. The track referee must work strictly according to the rules in IAAF Rule 125 in the IAAF Competition Rules (IAAF Competition Rules: 2010-2011:117-118). IAAF Rule 125 states that the Track Referee does not act as the starter, a judge, or an umpire. The Track Referee(s) need to report at least two (2) hours prior to the start of the event to ensure that the track meets the technical standards as prescribed by the IAAF and the most current IAAF rule book.

Next to the Track Referee the starter and his/her team are the other key official on the track, as the starter has the responsibility of starting all track events.

#### **4.11.11 The starter(s) re-caller(s) and assistant(s)**

The job of the starter is so important and valued very high at the IAAF for the reason that high technical skills are required by the starter. Therefore specialised training is required to qualify as a starter (Weiss, 1992: Personal interview).

#### 4.11.11.1 The Starter(s)

*Athletics Officiating*, a practical guide published in 1986 by SAAAU (1986:42) and Mr JP Botha, ASA qualified starter with 20+ years' experience at major events values the following requirements of a starter in interviews conducted on 30 March 2007 in Durban and 28 May 2010 in Bloemfontein (Botha, JP, 2010: Personal interview):

- Qualification: Level 1 official - starter's assistant;  
Level II official - starting at club level; recall at provincial and national level;  
Specialising course for starters - national and provincial starter;
- For National starter – qualification, minimum of 8 years' experience;
- Qualification for International Starter: 12 years' experience
- Love for the sport;
- Fit to stand for long periods and to walk distances;  
Calm, collected person under stress;
- Fair, and not emotionally involved to inspire confidence in the athletes;
- High standard of concentration;
- Physically and mentally alert;
- Quick reactions and good eyesight;
- Able to take command with a good, clear speaking voice;
- Self-confident;
- Quick reaction;
- Common sense and tact;
- Decisive manner;
- Brisk, but not brusque;
- Knowledge and understanding of current rules and competition requirements;
- Understands the needs of the athletes;
- Determined and patient to deal with any situation without panic.

It is, however, that the starter is there to help the athletes and not to put on a show himself. The starters work under IAAF Rule 129 (IAAF Competition Rules 2010–2011: 120-121).

The starters' equipment is listed in Table 4.38 and to assist starters, checklist 47 on the CD will serve as an aid to ensure that they come to the event prepared.

**Table 4.38 Starters' Equipment**

ITEM	NR	COMMENT
Fire arms (not clap guns)	2	Need a back-up
Megaphone	1	Need back-up batteries
Blanks		Need to work out the nr of rounds that will cover the event programme and all the rounds + 10%. This is a budget item.
Whistle	2	Need a back-up
Safety Pins	1 packet	To assist athletes when race numbers are loose.
Warning Cards	1 set	Green, yellow and red
Electronic timing device attached to the fire arm.	Set	Gun and wing gauge linked to both electronic devices

Source: Botha, JP, 2010: Personal interview.

#### **4.11.11.2 Instructions for the Chief Starter**

Table 4.39 (*cf.* Tables on CD: 39 and Checklist 48 on CD) will set out the duties of the starters before the competition as identified after an interview with JP Botha, ASA starter, James Evans, acting chairperson of ASA, with special reference to IAAF Rules 129, 160, 161, 162, 163, 165 (Evans, 2011[a]: Personal interview; IAAF Competition Rules 2010-2011:120-121; Botha, 2010: Personal interview). The checklist will serve as a reminder for the starter to attend to everything for which he/she is responsible and to meet the criteria and standards that should be achieved. The starter(s) must be available the day before the event starts to assist

the photo finish team to ensure that the full electronic system works and on the day of the competition (each day) he/she has to do quality control on the system.

The Technical Manager is responsible for checking the equipment a week prior to the event. The Technical Manager has to see that the starting blocks are clean and that all spikes are attached to the surface of the block. Two (2) sets of baskets (minimum 16 baskets) must be available to serve two teams of basket carriers *cf.* 4.6.4.

As important as the preparation before the event is, are his/her duties during the event. The chief starter and his team have to keep the event on time by attending to certain duties, to be listed next.

#### **4.11.11.3 Duties during the competition**

- Have the starting stand placed in the correct position for each race according to the IAAF rules.
- Control pre-race preparations to ensure races start according to the competition timetable. This is very important as a delay has an impact on the athlete's preparation and has a major effect on their performance. Ensure that the electronic devices are ready for the start of the track event (Meyer, 2011[a]: Personal interview; Evans, 2011[b]: Personal interview; Botha, 2010: Personal interview; Weiss, 1992: Personal interview).
- Ensure guns are loaded and starting apparatus ready before each race.
- Make sure Finish Judges, Timers, and Photo Finish officials have signalled that they are ready before starting each race.
- Take control of competitors at the starting line.
- Start the races in compliance with the procedures set out in the IAAF Rules.
- Do not allow spectators to interrupt the smooth starting of the race.
- Ensure the athletes are taking their places at the start according to the official starting list. This is important to ensure that the correct time is assigned to the athletes. It is also important for the media, as they use line



draws to refer to athletes and in live broadcasts there will be no time to put errors right. Several commentators reported that incomplete or incorrect lane draws, or starters changing the lane draws caused their most humiliating experiences on air covering track and field events live (Russouw, 2007: Personal interview; Van den Berg, 2006: Personal interview).

#### **4.11.11.4 Duties after the competition**

On completion of the meeting, the starter has to ensure that all equipment used is returned to its proper place and signed back at the store room of the Technical Manager. As the chief starter has specific jobs to attend to the re-caller(s) also should prepare prior to the competition. Table 4.40 (*cf.* Tables on CD: 40 and Checklist 49 on CD) will list the responsibilities of the re-caller(s) prior to the event. To assist the re-caller(s) Checklist 49 on the CD will allow the re-call(s) to prepare prior to the competition.

#### **4.11.12 Starter's assistant**

The second assistant to the chief starter is the starter's assistant that works under the supervision of the starter. Their duties include seeing to it that runners get to their marks in the correct lane promptly when called for the start of their race and to check that number bibs (and photo finish hip numbers, if used) are worn correctly. They must ensure that competitors do not place their hands or feet over the line at the start of the race. Starter's assistants are also responsible for issuing and collecting relay batons and usually help with the removal of starting blocks. The starter's assistants should adhere to IAAF Rule 130 (IAAF Competitions Rules 2010-2011:121). To assist the starter's assistant to prepare for his/her duties Table 4.41 (Tables on CD: 41 and Checklist 50 on CD) may be used by the starter's assistant 45 minutes before the start of the event to tick off duties to ensure to be sufficiently prepared. The starters' team needs broader assistance to add value to the success of the event at their point of service delivery, and therefore a team of volunteers should be assigned specific tasks related to the start of a race.

#### **4.11.13 Volunteers – Starting block and basket carriers (cf. 4.7.4 Volunteers)**

The volunteers as the broader team supporting the starters have to be trained and must practise prior to the event. The LOC member responsible for co-ordinating the volunteers need to co-ordinate the practise sessions and have the chief officials present to assist. The tasks as identified for the volunteers that will assist with the starting blocks are listed in Table 4.42 (cf. Tables on CD: 42 & Checklist 51 on CD). The volunteers must report to the co-ordinator 45 minutes prior to the start of the event, where they will be send over to report to the starter.

The volunteers that carry the baskets with the clothing of the athletes have a task equally important as that of the group referred to in Table 4.42 responsible for the starting blocks. A group of children from the Tsoseletso High School in Bloemfontein for several years had been nominated the best basket carriers when Athletics Free State presented National events in the 1970s. They were proud of their job as they understood the value they added to the event and that they had part in the success of the event. The tasks as identified for the volunteers that will assist with the baskets are listed in Table 4.43 (cf. Tables on CD: 43 & Checklist 52 on CD). It is imperative to train volunteers in all areas, especially those working with the starting blocks and the baskets with the clothes, as they have to move between the starting line and the finishing line, and know the various starting points.

As event organiser the researcher brought all volunteers to the stadium a day before the event to familiarise them with the environment, talked to them to make clear that they would play a key role in the success of the event and what to watch out for. They also practised their routines according to the event programme. For this training, it is important to have the chief officials with whom they will be engaging, assist with the training. It was clear at the 2012 USSA Track and Field Championships the researcher attended on 27-28 April that the volunteers had no clear understanding of the role they played in the event, and did not know for example, that walking behind the athletes while called by the starter to engage in the

starting position would disturb the athletes. The technical officials at the starting point also did not take care of this aspect.

When the gun is fired and the athletes leave the blocks the focus shifts to the finish where the track judges, time keepers and electronic timing officials are the key role players. Mariana Meyer, specialist in electronic timing, emphasises that the chief judge and finish judges will always be a core group of technical officials, even though electronic timing is always nominated for the official placing and timing (Meyer, 2011[b], Personal interview). Plan B (the chief judge and finish judges) is not inferior to the electronic timing system as their placing will be the official placing if the electronic system fails, for example, due to a power failure.

#### **4.11.14 Chief finish judge and finish (track) judges**

The Chief Judge and his team of judges are responsible to record the order in which the athletes cross over the finish line according IAAF Rule 126 (IAAF Competitions Rules 2010-2011:118).

##### **4.11.14.1 Chief Finish Judge**

The Chief Judge and Track Referee co-ordinates the work of the Finish Judges. The allocation of the positions to each finish judge as his/her responsibility is done by the Track Referee or the Chief Judge. A team of sixteen (16) Finish Judges should assist the Chief Judge, preferably two (2) judges per position, that is, 8 times 2 for eight (8) lanes – a total of 16.

##### **4.11.14.2 Finish (Track) Judges**

Under circumstances where the Finish Judges cannot arrive at a decision, they have to refer the matter to the Chief Finish Judge or the Track Referee. According to the technical criteria of the IAAF the judges must operate from the same side of the

track, preferably from the outside of the track, five (5) metres from, and in line with the finish line. They need to be seated on an elevated tiered platform/stand. The lowest step must be at least two (2) metres above track level (Fourie, 2012[b]; Athletics officiating, 1986:7; Weiss, 1992: Personal interview).

The manual system serves as the official order of finish when the electronic order of finish cannot be provided. If the full electronic system is activated, the manual system serves as a quality control tool and should never be seen as inferior. Event organisers should always be prepared for the unforeseen (Fourie, 2012[a]).

#### **4.11.14.2 (i) Attributes of a Finish (Track) Judge**

The following attributes have been identified for the profile of a good track judge (Meyer, 2011[a]: Personal interview; Athletics officiating 1986:7):

- The ability to interpret and apply his/her knowledge of the rules to any incident which may arise during the race;
- Calm, even when faced with difficult finishing situations where six or more competitors finish almost in a line, sometimes obscuring one another;
- High level of concentration. He/she must be able to ignore external influences, for example noises, announcements, a competitor falling just before the finishing line, etc.;
- Must have what may be termed as '*the judging eye*'. This is the facility to see and record, in his/her mind's eye, the order of the competitors he/she is judging as they reach the finish;
- Must have a good visual memory;
- Must be unbiased.

Table 4.44 (*cf.* Tables on CD:44 & Checklist 53 on CD) has been developed according to the most current IAAF rules to assist the Chief Finish Judge and the Finish Judges in their preparation for and officiating during the event. These officials have to report to the Competition Manager and Track Referee 60 minutes before the start of the event. The Chief Judge and his/her team then depart to the track to commence the duties assigned to them as listed in Table 4:44 and prepared in

Checklist 53 (*cf.* Tables on CD:44 & Checklist 53 on CD) to be ready and prepared for the start of the first race. The Technical Manager is responsible to have checked the equipment a week before to the event (Fourie, 2009:140-141; Glad & Roe, 2002:128).

#### **4.11.15 Chief Timekeepers and timekeepers**

Each athlete crossing the finishing line must have a time linked to the order of finish and for that to happen, a team of timekeepers has to record the times of each competitor crossing the line as requested by the event organisers.

The timekeepers using the manual system are the back-up and quality control tool for the Electronic Timekeeping system. The Electronic system serves as the official time-keeping system at track and field events.

##### **4.11.15.1 Chief Timekeeper**

The Chief Timekeeper coordinates the time-keeping function and allocates the positions of responsibility to the timekeepers. The Chief Timekeeper is supported by a full team of timekeepers (a minimum of eight [8]), preferably two (2) per position to record per position if requested by the event organisers (IAAF Competition Rules 2010-2011:119-120).

##### **4.11.15.2 Timekeepers**

Although the times recorded by the fully electronic timing device are regarded as the official times of an event, the timekeepers play an important role as a backup system and a quality control mechanism. Timekeepers act in accordance with IAAF Rule 165 (IAAF Competition Rules 2010-2011:143-148).

The timekeepers must operate from the same side of the track, preferably from the outside of the track, five (5) metres from, and in line with, the finish line. They need to be seated on an elevated tiered platform/stand. The lowest step, at least two (2)

metres above track level (Meyer[b], 2011: Personal interview; Athletics officiating, 1986:7).

The manual system serves as the official order of finishing time recorded, if the electronic timing cannot be provided. If the full electronic system is activated, the manual system serves as a quality control tool and should never be seen as inferior. Event Organisers should always be prepared for the unforeseen (Fourie, 2012[e]:192; Meyer[b], 2011: Personal interview).

The following attributes identify the profile of a good timekeeper (Meyer[b], 2011: Personal interview; Athletics officiating 1986:7):

- The ability to interpret and apply his/her knowledge of the rules to any incident which may arise during the race;
- Calm, even when faced with difficult finishing situations where six or more competitors finish almost in a line, sometimes obscuring one another;
- A high level of concentration. He/she must be able to ignore external influences, for example noises, announcements, a competitor falling just before the finishing line, etc.;
- Must have a good visual memory;
- Quick reactions;
- Must be unbiased.

Table 4.45 (*cf.* Tables on CD:45 & Checklist 54 on CD) has developed by the researcher to assist the Chief Time Keeper and the Time Keepers to prepare and officiate during the event according to the most current IAAF rules. The Chief Time Keeper and his team must report to the Competition Manager or Track Referee 60 minutes prior to the start of the event. He and his team then will leave to their area of responsibility and attend to the aspects listed in Table 4.45 and transferred to Checklist 54 (*cf.* Tables on CD:45 & Checklist 54 on CD) to ensure that they are fully prepared to start on time (Glad & Roe, 2002:129-131).

It is imperative for both the Chief Time Keeper and the Time Keepers to read through the list to acquaint them with the responsibilities in terms of both tasks, and for the

Chief Judge to ensure that everybody under his jurisdiction knows their responsibility and he/she should highlight the important issues for the time keepers before the first event. The Technical Manager is responsible to have checked the equipment a week before to the event.

The official time-keeping device is the photo finish or electronic timing device that is used at all events. Only electronically recorded times are recognized for qualification and record purposes. Therefore, two electronic devices should be used to ensure that the programme stays on time and a back-up must be available if the device that has been nominated the A device for registering all times fails during an event. Both cameras and devices should be active. At the 2012 USSA Track and Field Championships on 27–28 April in Johannesburg the electronic timing device was not yet ready and bad or rather no communication between starters and the electronic technical officials robbed Thuso Mpuang of the Free State University from a qualification time for the Olympic Games to be recorded and a possible African and South African record. The researcher, while attending this event, made enquiries as to the back-up device and was told that there was no back-up device. According to his medical doctor he found it difficult to overcome this disappointment and this incident affected his training long after this event, and cost him his season (Holtshauzen, 2012[a]: Personal interview).

#### **4.11.15.3 Photo Finish Judges**

A Chief Photo Finish Judge and at least two Assistant Photo Finish Judges (two teams) must be appointed to read the photos in order to place and assign times to each competitor. The Photo Finish Team functions under the jurisdiction of the Track Referee (Glad & Roe, 2002:67; Athletics Officiating, 1986:49). These timekeepers require specific training and qualifications. They have to act in accordance with IAAF Rule 165 (IAAF Competition Rules 2010-2011:143-148).

Table 4.46 (*cf.* Tables on CD: 46 & Checklist 55 on CD) has been developed by the researcher to assist the Photo Finish Judges to prepare and officiate during the event according to the most current IAAF rules. Due to the comprehensive, all-

embracing task and responsibility of the photo finish team they need to report to the track the day before the meeting to test the equipment and on the day report at least two hours before the event starts to set up the equipment and, in conjunction with the starter, test the equipment (Meyer[b], 2011: Personal interview). Table 4.46 carried over to Checklist 55 (*cf.* Tables on CD: 46 & Checklist 55 on CD) will assist the team to ensure that everything has been done prior to the start of the event. The Chief Photo Finish Judge must do a quality control check and report to the Track Referee. The Chief Photo Judge, Track Referee and the Starter need to ensure that they have a common understanding regarding the time schedule that will be followed and which signs will be given for the starter to look at before he/she starts the race to ensure that all devices are working to prevent any possible misunderstandings (and a recurrence of what happened at the 2012 USSA Track and Field Championships as reported in the introduction).

The Photo Finish System's results are the official recorded results at any event where the system is used. No hand times will be recorded as National or Provincial records. No international or national statistics will be recorded if not given in electronic format (IAAF Rule 260-IAAF Competition Rules 2010-2011:230-237).

#### **4.11.16 Umpires**

With races from 400m and further, as well in all the hurdle races the umpires become vital officials that take hands with the rest of the officials already in action.

The Umpires are the assistants ('eyes') of the Track Events Referee and Chief Umpire around the track. They observe the runners to see that they keep to their proper lanes and do not illegally cut in, cross, or bump other competitors during their race (Glad & Roe, 2002:67; IAAF Competition Rules 2010-2011:119). They play an important role regarding hurdle races as to the proper set up of the hurdles, and during the race they have to see to the application of IAAF Rule 168 (IAAF Competition Rules 2010-2011:152-155). Although they have no authority to make a final decision, they need to raise a yellow flag and make an immediate written report



of any violation of the rules or an incident (other than Rule 130.1) by an athlete to the Chief Umpire and Track Referee (*cf.* Rule 127) (IAAF Competition Rules 2010-2011:199; IAAF The Referee, August 2010: 63).

To assist the Chief Umpire and the umpires to ensure that they cover all the aspects required to ensure the success of the event Table 4.47 (*cf.* Tables on CD: 47 & Checklist 56 on CD) lists the jobs attached to these positions. The Chief Umpire should report to the Competition Manager or Track Referee 60 minutes prior to the start of the event to ensure that he completes his duties required as listed in Table 4.47 and carried over to Checklist 56 (*cf.* Tables on CD:47 & Checklist 56 on CD). The other umpires that will assist him need to report to him 45 minutes prior to the start of the event to prepare for the different events they will be responsible for during the event. Table 4.47 will also assist them to prepare in an appropriate way. Both the Chief Umpire and the umpires need to work through Checklist 56 prior to the event to ensure that they are acquainted with each other's responsibilities.

The Umpires are seated at specific positions for the different races around the track. These positions are indicated in the following eight figures (Glad & Roe, 2002:132-135) (see Figures on the compact disc, Figures 19-27):

- Figure 4.20: Umpires' Positions for 110m Hurdles men and 100m Hurdles women.
- Figure 4.21 Umpires' Positions for 200m.
- Figure 4.22 Umpires' Positions for 400m.
- Figure 4.23 Umpires' Positions for 800m.
- Figure 4.24 Umpires' Positions for 400m Hurdles.
- Figure 4.25 Umpires' Positions for 3000m Steeplechase.
- Figure 4.26 Umpires' Positions for 4 x 100m relay.
- Figure 4.27 Umpires' Positions for 4 x 400m relay.

#### **4.11.17 Lap Scorers**

Another group of officials that become involved when the 1500m and further races are run are the lap scorers. They play an essential role in keeping track of where the athletes are positioned in the longer races.

The lap scorer(s) work in conjunction with the timekeepers and track judges by indicating to mentioned officials when athletes will finish in races longer than 1500 metres. Lap scorers must keep a record of the laps completed by athletes in races longer than 1500m. For races of 5000m and longer, and for Race Walking events, a number of Lap Scorers under the direction of the Referee have to be appointed and provided with lap scoring cards, on which they must record times over each lap, as given to them by an official timekeeper, of the athletes for whom they are responsible. When such a system is used, no Lap Scorer should record more than four athletes (six for Race Walking). One Lap Scorer must be responsible for maintaining, at the finish line, a display of the laps remaining (IAAF Competition Rules 2010-2011:121-122). These officials need to focus on their job and the race as lapping of athletes in the latter part of the race could occur. The researcher has experience of several races where athletes ran either one lap too many or too few that influenced the results due to officials not concentrating on the event and task at hand. Hennie Botha confirmed that this has an effect on the validity of the event (Botha, 2010: Personal interview).

#### **4.11.18 Race Walking Judges**

Track and Field Meetings that include Race Walking events require specialised Race Walking Judges. Their responsibility is to ensure that IAAF Rule 230 is enforced (IAAF Competition Rules 2010-2011: 220-223; Glad & Roe, 2002:68).

Track races in major meetings will require six Race Walking Judges, including a Chief Judge. Smaller meetings should not, if possible minimise the number of officials as this is a very technical event (Glad & Roe, 2002:68). The Chief Judge must see to it that all the judges are provided with the necessary boards. The yellow

board with the symbol of offence on each side is used for athletes failing to comply with IAAF Rule 230.1 [visible loss of contact or a bent knee during any part of the competition), and a red board is used when an athlete fails to comply with IAAF Rule 230.5 (when three red cards from three different Judges have been sent to the Chief Judge on the same athlete, the athlete is disqualified] (IAAF Competition Rules 2010-2011:220-222).

#### **4.11.19 Combined Events**

Combined events not often presented at meetings, but do occur at National Championships are a separated specialised area of officiating. Combined events would fall under the direction of a Combined Events Referee. Each event, for example Decathlon and Heptathlon, will have its own referee or chief official who will oversee the event according to the specific IAAF Rules on combined events, IAAF Rules 200 and 222 (IAAF Competition Rules 2010-2011:206-208,219).

#### **4.11.20 The appointment of technical officials for field events**

The officials for the various field events are equally important than those for the track events. These events also have different technical criteria, each with its own requirements and to ensure the smooth running of these events requires their own specialised, qualified technical officials.

##### **4.11.20.1 Introduction**

The field officials form the backbone of the officials' corps that assists the Meeting Director with the recording of the achievements of the field athletes. For a field event to be successful these members must have specific skills and attributes are the ideal for field officials.

They

- Love the sport;
- Have a sound knowledge of the rules;

- Have the ability to work in a team;
- Stay focused on the event assigned to them;
- Have sound concentration abilities and are not distracted by achievements on the track or in other field events;
- Firm, but have a pleasant approach when dealing with others;
- Unbiased, and
- Have a sense of humour (Coetzer, 2012: Personal interview; Glad & Roe, 2002:65) and (IAAF Rules 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193).

ASA will appoint the technical officials for all ASA events. Associate members and Provinces are responsible to appoint officials for their own events. Who-ever is responsible to appoint the technical officials need to consider the following when appointing officials as described by the IAAF (Coetzer, 2012: Personal interview; IAAF Competitions Rules 2010-2011; Glad & Roe, 2002:65).

#### **4.11.20.2 Appointment of field event officials**

Table 4.48 (*cf.* Tables on CD: 48 & Checklist 57) will assist the LOC with the appointment and preparation of the technical officials for the field events. The appointment and preparation of these officials are as important as, or perhaps even more essential than that of technical officials for the track events, as indicated in Table 5.48. The equipment, for example, for the high jump and pole vault must comply with specific standards as specified by the current IAAF rulebook and it is the responsibility of the appointed officials to see to such matters. In Chapters 1 (*cf.* 1.1) and 3 (*cf.* 3.3.1) the researcher referred to technical aspects at several events that did not comply with the current IAAF Competition Rules and caused athletes' achievements to be invalid.

#### **4.11.21 Field Event Referee**

The field referee should be a person that has a sound knowledge of all the field event rules, as he/she is responsible for ensuring that all competitions on the field

are conducted according to the rules. Due to the high level of responsibility and the wide scope of knowledge required, field event referees ought to be very experienced. To gain this kind of experience a person that aspires to become a referee should start his/her career by officiating in all aspects of field officiating. A sound experience at local level to form a broad basis is essential, and then he/she should move on to higher levels of refereeing which will prepare a person for the more challenging major events (Meyer, 2011[b]: Personal interview; Weiss, 1992: Personal interview).

#### **4.11.21.1 Job description**

These referees must report to the event at least two (2) hours before the start of the event. Their responsibilities include the following:

- The field event Referee is responsible for ensuring that all field event competitions are conducted according to the current rules. In a close working relationship with the Meeting Manager, the Field Event Referee should make the appointments of the judges and other officials working on the field events.
- An important aspect of the work of the Field Event Referee is to ensure that all facilities and equipment on the field adhere to the IAAF and ASA standards. He/she needs to work closely with the Technical Manager.
- The Field Referee's duties include hearing and deciding on protests.
- They have to supervise the measurement of record distances/heights and decide on matters not covered by rules.
- He/she should be available to the media to explain rulings that arise from violations.
- The Field Event Referee does not act as judge for any event (Coetzer, 2012: Personal interview; Weiss, 1992: Personal interview).

For smaller meetings only one Field Event Referee will be appointed, however, for major events, Referees may be appointed to oversee the jumping events, throwing events and combined events respectively. Because of the high level of responsibility and the wide scope of knowledge required Field Event Referee, like Track Referees,

must be very experienced and, depending on local practice, meet training and qualification standards.

Where electronic distance measurement equipment is used at field events, one of the major responsibilities is the testing of the accuracy of the equipment. A Chief Judge and field event judges in each event assist the Referee in this (Coetzer, 2012: Personal interview).

#### **4.11.21.2 Field Event Judges**

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

The Chief Judge is responsible to see to it that the event, proceeds smoothly, allocating the duties of the judges and the work of the judging team, who have to refer back to the Referee in case of problems. If no electronic distance measurement system is used, the judge reads the measurement from the measuring tape. It is important that the Chief Event Judges have the relevant experience and training. The number of Field Event Judges that will be required depends on the number of field events that will be taking place simultaneously and the level of the competition. The minimum requirement is two per jumping event, including the Chief Judge, and three per throwing event, including the Chief Judge. Where the number of available judges is small, they may require assistance from others to ensure the event is conducted efficiently. Major events will use up to eight per event, including the Chief Judge. An official is bound to officiate within the boundaries of the current IAAF Rules applicable to his/her event (Coetzer, 2012: Personal interview; Glad & Roe, 2002:69-70):

- Vertical Jumps IAAF Rules 181, 182 and 183
- Horizontal Jumps IAAF Rules 184, 185 and 186
- Throwing Events IAAF Rules 187, 188, 189, 190, 191, 192 and 193
- (IAAF Competition Rules 2010-2011:166-205).

Table 4.49 (*cf.* Tables on CD: 49 & Checklist 58 on CD), developed by the researcher will assist the Chief Field Judge and the Field Judges to prepare for and officiate during the event according to the most current IAAF rules. The Chief Judge has to report to the Competition Manager or the Field Referee sixty minutes prior to the start of the event; his/her judges that will assist him must report 45 minutes before the start of the event to enable them to work through the Checklist (*cf.* Tables on CD: 49 & Checklist 58 on CD) to ensure that the competition area has been prepared in compliance with the most current IAAF Rules.

Specific criteria, which technical officials must meet, apply to each field event. Although the Referee and the Chief Judges have specific responsibilities regarding the technical preparation of the field for the event, the Technical Manager and his/her team have a responsibility to fulfil two weeks before the event. In preparing the venue for the event, they should use the Checklist for the technical preparation of the field (*cf.* Checklist 19 on CD) and the current Competition Rules of the IAAF to ensure that all the equipment that will be used at the event is up to standard and will be available. Athletes should know that everything has been checked and feel safe to participate at the venue.

As crucial as the technical preparation is the responsibility of the technical officials that will be operating at each field event. Each field event will now be discussed separately according to the specific job description of the technical officials and the placement of the officials that will assist the Chief Judge and Referee to ensure that the environment at each field event will be conducive to performance according to the most current IAAF rules.

#### **4.11.21.3 Instructions for the high jump Judges**

The Chief High Jump Judge has to report to the Field Event Referee 60 minutes prior to the start of the event to enable him/her to collect the necessary paper work for the high jump events and to do a quality control check before the other technical high jump officials report 45 minutes prior to the start of the event. Table 4.50 (*cf.*

Tables on CD: 50 & Checklist 59 on CD) will assist all High Jump Officials to attend to all aspects at the high jump as required to ensure a safe environment which meets the criteria set by the current IAAF Rules. During the event the Chief Judge has to attend to a number of matters. Table 4.51 (*cf.* Tables on CD: 51 & Checklist 60 on CD) lists the duties of the Chief Judge during the event at the high jump (Coetzer, 2012: Personal interview; Meyer, 2011[a]: Personal interview; Weiss, 1992: Personal interview).

After the competition the Chief Judge is responsible for a number of matters before equipment may be taken back to the storeroom. Table 4.52 (*cf.* Tables on CD: 52 & Checklist 61 on CD) lists the important duties assigned to the Chief Judge to wrap up the high jump event. The assistant high jump officials report 45 minutes prior to the start of the event to the Chief Jump Judge to fulfil to the duties and satisfy the criteria as listed in Table 4.53 (*cf.* Tables on CD: 53 & Checklist 62).

The judges available, including the Chief Judge, will be required to fulfil the following roles and duties:

- Recorder: Manually records or enters into the computer the results of each trial of each competitor; calls each competitor in the jumping order; placing the next competitor on standby at the same time and calculates the results of the competition.
- Check Recorder: Separately records the results of each trial and then verifies these with the Recorder; operates the time clock in accordance with IAAF Rule 180.16 (IAAF Competition Rules 2010-2011:164-165).
- Flag Judge: Indicates each successful trial by raising a white flag and each unsuccessful trial with a red flag; adjusts the height of the crossbar; adjusts the landing area if it has moved.
- Bar Judge: Assists in determining whether a jump has been successful or unsuccessful; replaces the crossbar properly after each missed attempt; adjusts the height of the crossbar to each new height; adjusts the landing area if it has moved.
- Athletes Control Judge: Ensures that competitors are ready for their next attempt; monitors clothing rules; ensures competitors remain in the



- competition area; issues and supervises runway makers; escorts competitors when they are permitted to leave the competition area.
- IAAF Rules 181-182 are applicable and the Competition area has to be set up according to the rules as explained in IAAF Rules 180-182 (IAAF Competition Rules 2010-2011:161-171).
  - Chairs should be provided for judges to be able to sit while the athlete jumps (Coetzer, 2012: Personal interview; IAAF The Referee, 2010:112-117; Weiss, 1992: Personal interview).

Figure 4.28 (*cf.* Figures on CD: 27) clearly indicates the positioning of high jump Judges. The Chief Judge may use this figure to place his officials for the high jump to assure that a fair competition will take place. A place needs to be made to put up a wind sock to determine the direction of the wind (IAAF The Referee, 2010:121).

#### **4.11.21.4 Instructions and technical preparation for the Pole Vault Judges**

The vertical jump event to be discussed now, has become one of the most critical events at track and field events for not complying with the most current IAAF Rules, namely the Pole Vault event.

Pole Vault is one of the events with several risk management criteria to meet. This field event carries a high risk and safety factor. Lombaard (1991:14) reported about the Pole Vault athletes that they were to boycott an athletics meeting at the Pilditch Stadium due to the fact that the Pole Vault equipment of the stadium did not meet the IAAF and ASA standards and was regarded too dangerous for participation. The technical preparation of the competition area should take high priority and should be seen as the core issue at stake in the quest to safeguard the athletes. No event should have a report in the media due to technical problems like this example of the pole vault.

The technical preparation is the foundation on which the success of an event, which should start with the safety of the athletes, is built. The technical preparation of the competition area is bound to be done within the parameters of the Regulations of the

IAAF and the IAAF Competitions Rule Book. Therefore, the technical official responsible for the Pole Vault event should be well qualified and prepared to serve the athletes at this high-risk event.

The Chief Judge at the Pole Vault event has to report to the Meeting Manager or Field Referee at least 60 minutes prior to the start of the event and fulfil the duties and criteria listed in Table 4.54 (*cf.* Tables on CD:54 & Checklist 63 on CD). During the competition the Chief Judge at the Pole Vault has to manage the event and to assist him Table 4.55 (*cf.* Tables on CD: 55 & Checklist 64 on CD) will ensure a safe and secure environment for the athletes in which to participate (Coetzer, 2012: Personal interview; Weiss, 1992: Personal interview).

When the competition is completed, the Chief Judge needs to wrap up the competition. This is an important phase of their duties. In the past it happened that Chief Judges and Referees made errors during this phase, as experienced in Durban at the 2007 SA Championships where the Chief Judge and referee signed the results recorded, showing the first place as a new South African Record. When the results reached the media, Mr Gert le Roux, SA Statistician, picked up the error, but it was too late to prevent Johann Russouw, that received the results while on air, from reading out what he had received. He only later realised that the official results had contained a technical error (Russouw, 2007: Personal interview; Le Roux, 2007[b]: Personal interview). Table 4.56 (*cf.* Tables on CD: 57 & Checklist 65 on CD) will assist the Chief Judge to complete his/her task successfully.

The assistant pole vault judges form a core part of the official technical team responsible for the safety and security at the pole vault event. To assist them Table 4.57 (*cf.* Tables on CD: 58 & Checklist 66 on CD) lists the responsibilities of the assistant pole vault judges.

The event could be a lengthy one and technical officials need to be accurate throughout the event. The judges of this event will be required to carry out the following roles and duties:

- Recorder: manually record or enter into the computer the results of each trial of each competitor; call each competitor in jumping order; placing the

next competitor on standby at the same time and calculate the results of the competition.

- Check Recorder: separately record the results of each trial and then verify with the Recorder; operate the time clock in accordance with the IAAF Rule 180.16 (IAAF Competition Rules 2010-2011:164-165).
- Flag Judge: indicate each successful trial by raising a white flag and each unsuccessful trial a red flag; adjust the height of the crossbar; adjust the landing area if it moves.
- Bar Judge(s): assist in determining whether a jump is successful or unsuccessful; replace the crossbar properly after each missed attempt; adjust the height of the crossbar to each new height; adjust the landing area if it moves and catch the pole of the competitor provided it is falling away from the crossbar.
- Athletes Control Judge: ensure competitors are ready for their next attempt; monitor clothing rules; ensure competitors remain in the competition area; issue and supervise runway makers; escort competitors when they are permitted to leave the competition area.
- IAAF Rule 183 is applicable and the Competition area needs to be set up according to the rules as explained in IAAF Rule 183 (IAAF Competition Rules 2010-2011:171-175).

To assist the Chief Judge, Figure 4.29 (*cf.* Figures on CD: 29 on CD) will assist the judge to set up the officials to ensure a fair and safe competition. The horizontal jumps are most technical in nature and strict compliance with the criteria of the current IAAF Competition Rules is of the essence. A final remark regarding these officials: They must be placed in such a way as not to be in an athlete's way, or impede the view of the spectators, or stand in front of and obscure any advertising material (IAAF The Referee, 2010:133).

#### **4.11.21.5 Instructions and technical preparation for the long jump and triple jump Judges**

In the case the instructions and technical preparation for the of the long jump and triple jump the wind gauge readings also need to be added to the results of each competitor. This is one of the most neglected responsibilities at track and field events, as has been pointed out by the media recently as the 2010 athletics season (Omar, 2010: Personal interview). Table 4.58 (*cf.* Tables on CD: 58 & Checklist 67 on CD) will assist the Chief Judges, long jump and triple jump, to meet the criteria set for a Chief Judge in their respective events. To enable them to meet the criteria set out in Table 4.58 the Chief Judge have to report to the Meeting Manager or Field Event Referee an hour (60 minutes) prior to the start of the event (Coetzer, 2012: Personal interview; Weiss, 1992: Personal interview).

During the competition the Chief Judge in the long jump and triple jump is responsible for several tasks as listed in Table 4.59 (*cf.* Tables on CD: 59 & Checklist 68 on CD). When the competition is concluded the Chief Judge in the long jump or triple jump is responsible to wrap up the event. Table 4.60 (*cf.* Tables on CD: 60 & Checklist 69 on CD) indicates the responsibilities of the Chief Judge, long jump and triple jump, at the completion of the competition (Coetzer, 2012: Personal interview; Weiss, 1992: Personal interview).

Both these events need qualified assistant judges to assist the Chief Judge during the competition. Table 4.61 (*cf.* Tables on CD: 61 & Checklist 70 on CD) lists the duties of the assistant judges in the long jump and triple jump. These assistant judges have to report to the Chief Judge 45 minutes prior to the start of the event to ensure that the competition area meets the criteria set by the current IAAF Competition Rules.

The following roles have to be taken up and the duties carried out by the judges available, including the Chief Judge:

- Recorder: Manually records or enters into the computer the results of each trial of each competitor; calls each competitor in jumping order; placing the

next competitor on standby at the same time and calculates the results at the end of the first three rounds and at the end of the competition.

- Check Recorder: Separately records the results of each trial and then verifies it with the recorder; operates the time clock in accordance with IAAF Rule 180.16 (IAAF Competition Rules 2010-2011:164-165).
- Board Judge: Indicates each successful trial by raising a white flag and each unsuccessful trial with a red flag; assists in determining whether the jump is successful or unsuccessful; reads measurement tape in accordance with IAAF Rules 184, 185, 186 (IAAF Competition Rules 2010-2011:176-180).
- Tape Judge: Holds measurement end of tape through the board in accordance with the rules; assists in determining whether a jump is successful or unsuccessful; monitors condition of plasticine board and smooth the plasticine or replaces the plasticine board as necessary.
- Landing Judge: Places measuring spike, and ensures zero end of tape remains at the nearest break in the sand made by the competitor's body or limbs to the take-off line; assists in determining the validity of each competitor's departure from the landing area.
- Pit Judge: Keeps the landing area smooth and level, and free of any obstructions; keeps surrounding area tidy.
- Athletes Control Judge(s): Ensure competitors are ready for their next attempt; monitor clothing rules; ensure competitors remain in competition area; issue and supervise runway markers; escort competitors when they are permitted to leave the competition area.
- Chief Judge: Sees to it that a steel measuring tape is available when a record is recorded, and that the spike stays in the ground to enable the judges to measure with the steel measuring tape in the presence of the Field Event Referee. The Chief Judge will first determine the wind gauge reading before a record is announced.
- IAAF Rules 184 to 186 are applicable and the competition area needs to be set up according to the rules as explained in IAAF Rules 184 to 186 (IAAF Competition Rules 2010-2011:176-180).

Figure 4.30 (*cf.* Figures on CD: 44) indicates the positioning of the long jump judges and Figure 4.31 (*cf.* Figures on CD: 45) the positioning of the triple jump judges. Correct positioning will ensure that all the required aspects in the long jump and/or triple jump will be attended to successfully.

#### **4.11.21.6 Instruction and preparation for the shot put judges**

Each field event has its own unique rules, and the shot put technical officials have specific criteria and standards to which they must adhere.

The Chief shot put Judge must report to the Meeting Manager or Field Event Referee at least 60 minutes prior to the scheduled start of the event. Table 4.62 (*cf.* Tables on CD: 62 & Checklist 71 on CD) will assist the Chief Judge to carry out his/her responsibilities and meet the criteria to ensure that the event runs smoothly.

During the competition the Chief Judge will take responsibility and is accountable for the duties listed in Table 4.63 (*cf.* Tables on CD:63 & Checklist 72 on CD). To wrap up the event the Chief Judge has to fulfil the responsibilities as listed in Table 4.64 (*cf.* Tables on CD:64 & Checklist 73 on CD). The team to assist the Chief Judge must see to the responsibilities listed in Table 4.65 (*cf.* Tables on CD: 65 & Checklist 74 on the CD) prior to and during the competition.

The following roles have to be taken up and the duties carried out by the judges available, including the Chief Judge:

- Recorder: Manually records or enters into the computer the results of each trial of each competitor; calls each competitor in throwing order, placing the next competitor on standby at the same time and calculates the results at the end of the first three rounds and at the end of the competition.
- Check Recorder: Separately records the results of each trial and then verifies it with the Recorder; operates the time clock in accordance with the current IAAF Rule

- Circle Judge: Indicates each successful trial by raising a white flag and each unsuccessful trial with a red flag; assists in determining whether a put is successful or unsuccessful; reads measurement tape in accordance with the IAAF Rules 187-188 (IAAF Competition Rules 2010 - 2011:181-190).
- Tape Judge: Holds measurement end of tape through the centre of the circle in accordance with the rules; assists in determining whether the put is successful or unsuccessful.
- Landing Judge: Places measuring spike, and ensures zero end of tape remains at the mark nearest to the circle made by the fall of the shot; assists in determining that the implement has landed in accordance with rules and raises red or white flag accordingly.
- Side Markers Judge: Places markers along sector line to indicate best throw of each competitor; assists with return of implements.
- Implement Retriever(s): Picks up implements after each put and carries them back to the holding area.
- Athletes Control Judge(s): Ensures competitors are ready for their next attempt; monitors clothing rules; ensures competitors remain in competition area; issues and supervises runway markers; escorts competitors when they are permitted to leave the competition area.
- Chief Judge: Sees to it that a steel measuring tape is available when a record is recorded, and that the spike stays in the ground to enable the judges to measure with the steel measuring tape in the presence of the Field Event Referee. IAAF Rules 184 to 186 are applicable and the Competition area has to be set up according to the rules as explained in IAAF Rules 187 to 188 (IAAF Competition Rules 2010-2011:181-190).

Figure 4.32 (*cf.* Figures on CD:32) indicates the positioning of the shot put judges to ensure that all the required aspects are attended to and that the shot put event will come off smoothly.

#### **4.11.21.7 Instructions and technical preparation for the hammer throw and discus throw**

Two of the high-risk events in the field, namely the discus throw and hammer throw have their own sets of criteria that technical officials should adhere to before and during the event.

The risk factor and safety at the Hammer Throw and Discus Throw is high and therefore the technical officials at these events need to be well prepared to ensure that the athletes have a safe environment to participate in. Table 4.66 (*cf.* Tables on CD: 66 & Checklist 75 on CD) assists the Chief Judges of Hammer Throw and Discus Throw to meet the criteria and to ensure a safe competition environment. During the competition the risk management and safety still needs to be the key issue for the Chief Judge. Table 4.67 (*cf.* Tables on CD: 67 & Checklist 76 on CD) lists the duties for the Chief Judges to ensure that safety measures and accuracy regarding the measurements of achievements are adhered to (Coetzer, 2012: Personal interview; Meyer, 2011[b]: Personal interview; Weiss, 1992: Personal interview).

To wrap up the event after the competition has been concluded the Chief Judge has to take the responsibility for the matters as listed in Table 4.68 (*cf.* Tables on CD: 68 & Checklist 77 on the CD). The assistant judges at these two events are just as responsible for risk management and safety of the athletes as the chief judge. Table 4.69 (*cf.* Tables on CD: 69 & Checklist 78 on CD) lists their duties to ensure that they carry their responsibility and take accountability for the safety and risk measurements at these events. Depending on the number of judges available, including the Chief Judge, they will be required to fulfil the following roles and duties:

- Recorder: Manually records or enters into the computer the results of each trial of each competitor; calls each competitor in throwing order; placing the next competitor on standby at the same time, and calculates the results at the conclusion of the first three rounds and at the conclusion of the competition.



- Check Recorder: Separately records the results of each trial and then verifies with the Recorder; operates the time clock in accordance with the current IAAF Rule.
- Circle Judge: Indicates each successful trial by raising a white flag and each unsuccessful trial with a red flag; assists in determining whether a put is successful or unsuccessful;
- IAAF Competition Judge: Reads measurement tape in accordance with the IAAF Rules for the event; holds measurement end of tape through the centre of the circle in accordance with the rules; assists in determining whether the put is successful or unsuccessful.
- Landing Judge: Places measuring spike, and ensures zero end of tape remains at the mark nearest to the circle made by the fall of the shot; assists in determining whether the implement has landed in accordance with rules, and raises red or white flags accordingly.
- Tape Side Markers Judge: Places markers along sector line to indicate best throw of each competitor; assists with return of implements.
- Implement Retriever(s): Picks up implements after each put and carries them back to the holding area - another safety measure to abide by for the safety of all at the event.
- Athletes Control Judge(s): Ensures competitors are ready for their next attempt; monitors clothing rules; ensures competitors remain in competition area; issues and supervises runway markers; escorts competitors when they are permitted to leave the competition area.
- Chief Judge: Sees to it that a steel measuring tape is available when a record is recorded, and that the spike stays in the ground to enable the judges to measure with the steel measuring tape in the presence of the Field Event Referee (Coetzer, 2012: Personal interview; Meyer, 2011[b]: Personal interview; Weiss, 1992: Personal interview).

IAAF Rules 187 and 189, 190, 191, 192 are applicable here, and the Competition area has to be set up according to the rules as explained in IAAF Rules 187 and 189, 190, 191, 192 (IAAF Competition Rules 2010-2011: 181-202).

Figure 4.33 (*cf.* Figures on CD:20) indicates the positioning of the discus throw judges and Figure 4.34 (*cf.* Figures on CD: 34) indicates the positioning of the hammer throw judges that will ensure that all the rules that must be adhered to in discus throw and hammer throw will be observed to ensure the success of the event.

#### **4.11.21.8 Instructions and technical preparation for the javelin throw**

The risk management at the javelin throw event and the assurance of a safe environment for the athletes in which to participate is just as imperative as for the events discussed above.

The Chief Judge at the javelin throw has to prepare for the event according to Table 4.70 (*cf.* Tables on CD: 70 & Checklist 79 on CD) that lists the responsibilities of the Chief Judge at the javelin throw. Table 4.71 (*cf.* Tables on CD: 71 & Checklist 80 on CD) provides the job description of the Chief Judge during the competition for the javelin throw. Table 4.72 (*cf.* Tables on CD: 72 & Checklist 81 on CD) lists the tasks of the Chief Judge in the javelin throw after the completion of the javelin throw event. The Chief Judge at the javelin throw needs assistant judges to assist him to ensure adherence to the safety measures requested by the Chief Judge. Table 4.73 (*cf.* Tables on CD: 73 & Checklist 82 on CD) lists the duties of the assistant judges prior to and during the javelin throw (Coetzer, 2012: Personal interview; Meyer, 2011[b]: Personal interview; Weiss, 1992: Personal interview).

Depending on the number of judges available, including the Chief Judge, they will be required to fulfil the following roles and duties:

- Recorder: Manually records or enters into the computer the results of each trial of each competitor; calls each competitor in throwing order; placing the next competitor on standby at the same time; and calculates the results on completion of the first three rounds and the competition.
- Check Recorder: Separately records the results of each trial and then verifies with the Recorder; operates the time clock in accordance with the current IAAF Rule

- Runway Judge: Indicates each successful trial by raising a white flag and each unsuccessful trial with a red flag; assists in determining whether a put is successful or unsuccessful; reads measurement tape in accordance with IAAF Rule 193 (IAAF Competition Rules 2010-2011: 202-205).
- Tape Judge(s): Holds measurement end of tape through the centre of the runway (the eight (8) metre dot) in accordance with the rules; assists in determining whether the put is successful or unsuccessful.
- Landing Judge: Places measuring spike, and ensures zero end of tape remains at the point where the tip of the javelin first has struck the ground, assists in determining that the implement has landed in accordance with rules and raises red or white flag accordingly.
- Side Markers' Judge: Places markers along sector line to indicate best throw of each competitor; assists with return of implements.
- Implement Retriever(s): Picks up implements after each put and carries them back to the holding area.
- Athletes Control Judge(s): Ensures competitors are ready for their next attempt; monitors clothing rules; ensures competitors remain in competition area; issues and supervises runway markers; escorts competitors when they are permitted to leave the competition area.
- Chief Judge: Sees to it that a steel measuring tape is available when a record is recorded, and that the spike stays in the ground to enable the judges to measure with the steel measuring tape in the presence of the Field Event Referee (Coetzer, 2012: Personal interview; Meyer, 2011[b]: Personal interview; Weiss, 1992: Personal interview).

IAAF Rules 187 and 193 are applicable and the Competition area has to be set up according to the rules as explained in IAAF Rules 187 and 193 (IAAF Competition Rules 2010-2011:181; 202-205). Figure 4.35 (*cf.* Figures on CD:35) indicates the positioning of the javelin throw judges that will ensure that all the rules that must be adhered to in javelin throw will ensure the success of the event.

One of the most important officials at the event is the Wind Gauge Operator, as no achievement in the long jump, triple jump or any track event from 100 - 200 metres,

as well as the short hurdle event will be accepted if no wind gauge reading has been recorded for each attempt. Attempts for record purposes and for statistical purposes will be null and void if no wind gauge readings have been recorded.

#### **4.11.22 Technical Officials in the specialist areas**

Chapter 2 reported on several incidents where the specialist areas had not been taken care of sufficiently, to the disadvantage of athletes and their achievements.

The following can be defined as specialist areas:

##### **4.11.22.1 Introduction**

The technical officials that will be on duty in the specialist areas, such as at the wind gauge, call room or the electronic time keeping equipment, should be fully skilled to operate the equipment and be fully informed of the latest rules. Although modern equipment at certain venues includes the measurement of the wind, the manual system still needs to be operated as a back-up to the electronic system. Table 4.74 (*cf.* Tables on CD: 74 & Checklist 83 on CD) supplies a checklist for the appointment of technical officials for the specialist areas.

To validate the achievements of athletes on the track in events from 100m – 200m and in the 100m and 110m hurdles, the long jump and the triple jump, wind gauge readings must be recorded on the results list (*cf.* IAAF Rules 136, 163.9 & 184.5: 123, 142 & 176). This has been identified as one of the most neglected areas during an event as reported by several members of the media in a personal interview on this matter (IAAF Competition Rules 2010-2011:123,142 & 176; Omar, 2010: Personal interview; Van der Walt, 2007: Personal interview; Russouw, 2007: Personal interview; Jonkcheere, 2006: Personal interview; Musandiwa, 2006: Personal interview).

##### **4.11.22.2 Wind Gauge Operator (*cf.* Checklist 84 on CD)**

The Wind Gauge Operator sets up and operates the wind gauges, records results, and communicates results to the Chief Judge at the long jump and triple jump, and the Competition Secretary for the running events, or directly to the electronic timing

device. It is always safe to have a plan B functioning by having a hand wind gauge reading recorded for the applicable track events. At the 2010 USSA Track and Field Championships the electronic recording of the wind gauge reading did not register and the hand readings came in handy (Botha, H, 2010: Personal interview). All readings have to be recorded on the official results to validate those results.

Depending on the event programme and layout of the stadium, one Wind Gauge Operator will generally be required for the track events or as plan B, if it is operated automatically by the photo finish equipment, and one each for the Long Jump and Triple Jump (Glad & Roe, 2002:70). If two Long Jump pits will be used consecutively each pit will need its own wind gauge and operator.

The Wind Gauge Operator must ensure that the gauge is placed in accordance with IAAF Rule 163 (Track Events) and IAAF Rule 184 (Field Events). He/she must ascertain the velocity of the wind in the running direction in appropriate events, record and sign the results obtained, and communicate them to the Competition Secretary or directly to the electronic timing and/or Chief Judge in the field events (IAAF Competition Rules 2010-2011: 142-143;176). The route, along which the wind gauge readings will be communicated, has to be decided on by the respective referees prior to the event in conjunction with the Competition Secretary. Table 4.75 (*cf.* Tables on CD: 75 & Checklist 84) has been developed by the researcher to assist the Wind Gauge Operator to prepare for and officiate during the event according to the most current IAAF rules.

#### **4.11.22.3 Call Room Judge (*cf.* Checklist 30 & 31 on CD)**

At Major meetings the Call Room Judges (*cf.* 4.7) are appointed to work with the Call Room Manager. They are responsible to check the clothing and other equipment as fully discussed earlier to adhere to IAAF Rule 143 (*cf.* 4.7). They have to ensure athletes are in the right heats and that hip numbers are issued where applicable. As many as 10 judges could operate in the Call Room (Glad & Roe, 2002:70-71). The call room Judges also are responsible for supervising the transit of the athletes between the warm-up area and the competition area to ensure that the athletes are checked in in the final call room and are ready to be presented at the competition area for the scheduled start of an event (IAAF The Referee, 2010:27). Athletes

should be exposed to the call room system at lower level events, for example at their respective provincial championships and invitation meetings, to ensure that they get accustomed to the procedures as this also effects their warming up routines (Vorster, 2011: Personal interview; Kruger, 2000: Personal interview).

During the 2012 USSA Athletics Championships (27-28 April) held in Johannesburg the researcher found that the call room existed in name only, with one technical official and not operating as described above. This resulted in an athlete taking shot put equipment to the competition area and used a lighter shot in the competition. This is an example of what consequences may result when the purpose of the call room is not understood fully and given effect by the event organisers (Preller, 2012: Personal interview; Prinsloo, 2012: Personal interview).

#### **4.11.23 Training and briefing of technical officials**

A Track and Field meeting can only be run smoothly and successfully if the competition officials and volunteers are well trained and briefed as to their positions, duties and responsibilities. Event Organisers should put a person in charge of the briefing and training of all competition/technical officials and volunteers, or if at all possible, two persons, one each for the technical officials and one person allocated to manage the briefing and training of volunteers. Major events may ask for more elaborate training. Normally, however, training can be divided into three types, namely training on a regular basis, and training prior to the event or season, and training on the day of the event. Table 4.76 (*cf.* Tables on CD: 76) indicates what should be done prior to the season or an event.

These courses will bring the technical officials together on a regular basis and will allow them to get involved in the uplifting of the standard of officiating and give them a sense of belonging and value. At such sessions athletes, as well as the coaches could be included to voice what they have at heart. Brainstorming sessions with these groups could be of great value. It is also clear from the duties of the Chief Judges at an event that a briefing session on the interpretation of rules and new rules is a necessity before the competition starts. Table 4.77 (*cf.* Tables on CD: 77) lists what needs to be done at such a session.

After the season and during the season training sessions should be held in the provinces on a regular basis to train new technical officials to ensure that new young blood enters the family of technical officials. This is an ideal situation to bring new blood into the sport and ensure that event organisers have enough technical officials at hand for the different events. Table 4.78 (*cf.* Tables on CD: 78) lists what needs to be done after and during the season.

The people that take on the responsibility to brief and train the technical officials must be well informed, up to date regarding the most current approved rules, have good interpersonal skills and be willing and able to pass on the necessary information effectively (Glad & Roe, 2002:71). Time should be taken to plan the briefing and training programme of the officials and volunteers; it is worth the time spent. This whole concept of training, retraining and development is something that Athletics South Africa should consider urgently.

#### **4.11.24 Conclusion: Technical officials**

Although the different Referees and Chief Judges need to report earlier to check the equipment and area of responsibility, the Technical Manager has the responsibility to make sure that all the equipment that is required for the track events be available and checked at least a week prior to the event. The highly technical equipment, like the photo-finish system and the electronic scoreboard should be checked at least two weeks prior if not used on a regular basis at the venue.

When the competition starts, the technical official becomes the hands and feet of the event organisers. The current rule book is the 'bible' according to which a technical official shoulder his/her responsibility.

The manual to guide the Technical Manager and his/her team to assure that all the technical equipment that is required is available and in working condition on the day of the competition, is the Checklist developed for the preparation of the track and field events (*cf.* Checklist referred to on CD). Each venue is different and therefore a technical manager should use the checklist and the IAAF Competitions Rulebook of the current year to benchmark the checklist to ensure that all the preparation has

been done according to the current rules for that specific year. This is an area that Athletics South Africa should take seriously and make compulsory for technical officials.

IAAF Rules 260-263 (IAAF Competition Rules 2010-2011: 230-237) describe the conditions a competition has to satisfy to enable athletes to break, set up or improve records. One of the most important conditions for track events is that times must be recorded fully automatically, and wind gauge readings, when applicable, must be recorded on the results sheet (IAAF Competition Rules 2010-2011:230-235). Equally important is the recording of wind gauge readings at the Long Jump and Triple Jump as described in the IAAF Rules.

Related to the wind gauge reading for record purposes in some events is the testing for prohibited substances when an athlete has achieved a new World, African or South African record. The World Anti-Doping Association (WADA) was established in 1999 with the mission to ensure fair participation. In South Africa the South African Institute for Drug-Free Sport (SAIDS) was established by an Act of Parliament, Act No.14 of 1997, "*...to promote participation in sport free from the use of prohibited substances or methods intended to artificially enhance performance, thereby rendering impracticable doping practices which are contrary to the principles of fair play and medical ethics, in the interest of the health and well-being of sport persons; and provide for matters connected therewith*" (Government Gazette, 1997).

## **4.12 TESTING FOR PROHIBITED SUBSTANCES (DOPING)**

### **4.12.1 Introduction**

Drug-free sport is a specialised field and doping control procedures must be carried out according to the rules and standards of the World Anti-Doping Association (WADA) and the requirements of the South African Institute for Drug-Free Sport (SAIDS). Organisers have specific responsibilities with regard to the required facilities, equipment and operation of doping control. This responsibility must be planned and prepared for and implemented with the highest degree of integrity.



#### **4.12.2 Standards to meet by event organisers**

Table 4.79 (*cf.* Tables on CD: 79 & Checklist 85 on CD) will guide organisers to work within the parameters of specific standards. To ensure that one maintains the standards Table 4.79 must be benchmarked with the latest guidelines of WADA and SAIDS. The organisers should clarify and confirm the participation of WADA or SAIDS at an event early during the planning process (Galant, 2009: Personal interview; Hattingh, 2006: Personal interview; Barra, *et al.* 2003:78).

Event Managers should comply with the requirements for doping control as required by the South African Institute for Drug-Free Sport (SAIDS) and the checklist must be used in collaboration with the criteria as set by SAIDS. The discussions that will follow are based on interviews with Fahmy Galant, Director of SAIDS (Galant, 2009: Personal interview), Mr Chris Hattingh, ASA and SAIDS representative (Hattingh, 2006: Personal interview) and literature (Barra, *et al.* 2003:78).

#### **4.12.3 Accreditation**

Doping Control Officers must be granted accreditation that provides them access to all areas to which the athletes have access (i.e. warm-up/cool down area, media area, medical/physiotherapy facilities, prize giving area), and the mixed zone. The LOC must designate an official to doping control to assist the SAIDS staff to function according to the criteria as recorded in Table 4.79 (*cf.* Tables on CD: 79 & Checklist 85 on CD).

#### **4.12.4 Staff as requested by SAIDS**

An official of the local organising committee needs to negotiate with SAIDS regarding staff for the event. The following should be determined:

- An official to act as the liaison between the organisers and the SAIDS officials.
- Number of chaperones, if required by SAIDS.

- Number of security personnel as may be required by SAIDS.

#### **4.12.5 Doping Control Station**

An accessible doping control station should be in close proximity to the competition/finish area and this station should ideally comply with the requirements as set out in Table 4.79 (*cf.* Tables on CD: 79 & Checklist 85 on CD). If the facilities as discussed in Table 4.79 are not available, an area big enough to be subdivided by means of a screen into a waiting area and a working area could be an alternative. The Doping Control Station should be "handed" over to the Lead Doping Control Officer (including the key to the rooms) prior to the event/testing mission and be "handed" back after the event. Special care should be taken to dispose of the refuse bags according to the rules after the event.

Security, safety and risk management have been the buzz words during the discussion of the technical preparation and appointment of technical officials. It was emphasised that it is their responsibility to ensure that risk management should be planned in detail. Risk Management is more than simply avoiding accidents. It is a total programme that analyses risks identifies where and why injuries or accidents might occur, and specifies what to do about them (Horine & Stotlar, 2004:184,185).

### **4.13 RISK MANAGEMENT**

*Worse than being blind, is to be able to see and have no vision.*

*Helen Keller*

#### **4.13.1 Introduction**

On 12 April 2001 the newspapers in South Africa had the following front page headings: "Ellis Park Stadium disaster in South Africa", "Spectators and medics trapped in chaos", "Stampede horror", and "Soccer's day of tragedy" (Cooper, Sepotokele & Rantooa, 2001:1-2; Cape Argus, 2001:17; Sunday Times, 2001:1). This is the biggest night mare for any event organiser and therefore the risk management plan should be a high priority in the planning phase of the event. The Government had put together the Safety at Sports and Recreational Events Act, 2010 (Act, No 2

of 2010) to assist the Risk Management team to adhere to criteria devised to prevent another disaster like the one at Ellis Park. With this document in hand the committee can plan and design a Risk Management strategy for the level of the event that has to be organised.

Risk Management is more than avoiding accidents. It is a holistic programme that analyses risks, identifies where and why injuries or accidents might occur, and be proactive on what to do in each circumstance (Horine & Stotlar, 2004:185). The circumstances could range from episodes as diverse as the equipment in the competition area, for example the Pole Vault equipment must be on standard and safe to accommodate athletes to jump six metres and higher, or a heart attack amongst the spectators, or death of an athlete.

At an athletics meeting held on 25 June 2011 at the University of Pretoria athletics stadium, a technical official sustained a head injury when a discus knocked her down. The official was taken to hospital. Although nobody could identify the cause of the accident, it once again focuses attention on two aspects, namely technical officials must ensure that no athlete enters the circle before the competition area is declared safe. Secondly, medical services and the risk management team must be prepared for any situation that may occur (Evans, 2011[c]: Personal interview).

#### **4.13.2 Risk Management Strategy**

The IAAF emphasises the importance of developing a risk management strategy (Glad & Roe, 2002:173). In the planning phase of the event the risk management, as discussed in 4.6 should begin with the technical preparation, but also must focus on the more specialised areas identified under risk management.

Risk Management at an event can be divided into two categories:

- The stadium and surroundings (environment);
- On the track/field at each event (competition area).

It is the responsibility of the event manager to ensure that the environment in which a track and field event takes place is safe, and complies with all relevant statutory provisions, based upon a comprehensive, preventive approach that emphasises the safety of the participants (Horine & Stotlar, 2004:185; Glad & Roe, 2002:172; O'Brien & Overby, 1997:442). In such a strategy attention must be paid to not only the welfare of participants, but of all groups of people involved in the meeting, including athletes (participants), competition officials, coaches, spectators, and others (Glad and Roe, 2002:173).

The literature (Young, 2006:5; Horine & Stotlar, 2004:188; Glad & Roe, 2002:174; O'Brien & Overby, 1997:423) refers to the following elements that form a sound risk management strategy, namely the:

- Identification of risks and hazards, those who might be harmed and how they might be harmed
- Determining the risk score for the event, including the medical and emergency care provision (Risk Score for Events) (Holtzhausen, 2012[b]).
- Evaluation of risks - high, medium, low
- Selecting the best possible approaches to risk
- Putting an adequate control system in place
- Initiating operational procedures to control the risk
- Collection and assessment of all relevant health and safety regulations
- Applying the risk assessment strategy per event as prescribed by the IAAF and attached to the specific job description of the Technical Officials as discussed under each category (*cf.* Tables 37-75)
- Assessment of precaution and control measures
- Purchase of appropriate insurance cover
- Review, and if appropriate, revision of the strategy.

Figure 4.36 depicts a plan for event managers according to which they should approach the assessment of an event. The risk assessment matrix (Holtzhausen, 2012[a]: Personal interview) for medical and emergency care provision (*cf.* Handbooks and Regulations on CD) will be useful for event managers and LOCs to

determine the minimum suggested levels of resources and staff required to satisfy the conditions. It is, however, important to recognise that the matrix referred to does not take account of dedicated cover for the competition area and competitors, technical officials or VIPs. Medical care for these categories is discussed under medical care at the event (*cf.* 4.16).

The process starts by identifying a hazard which is seen as something with the potential to cause harm to an individual. This could be an object, activity, substance, or condition. Examples of potential hazards at a track and field event include:

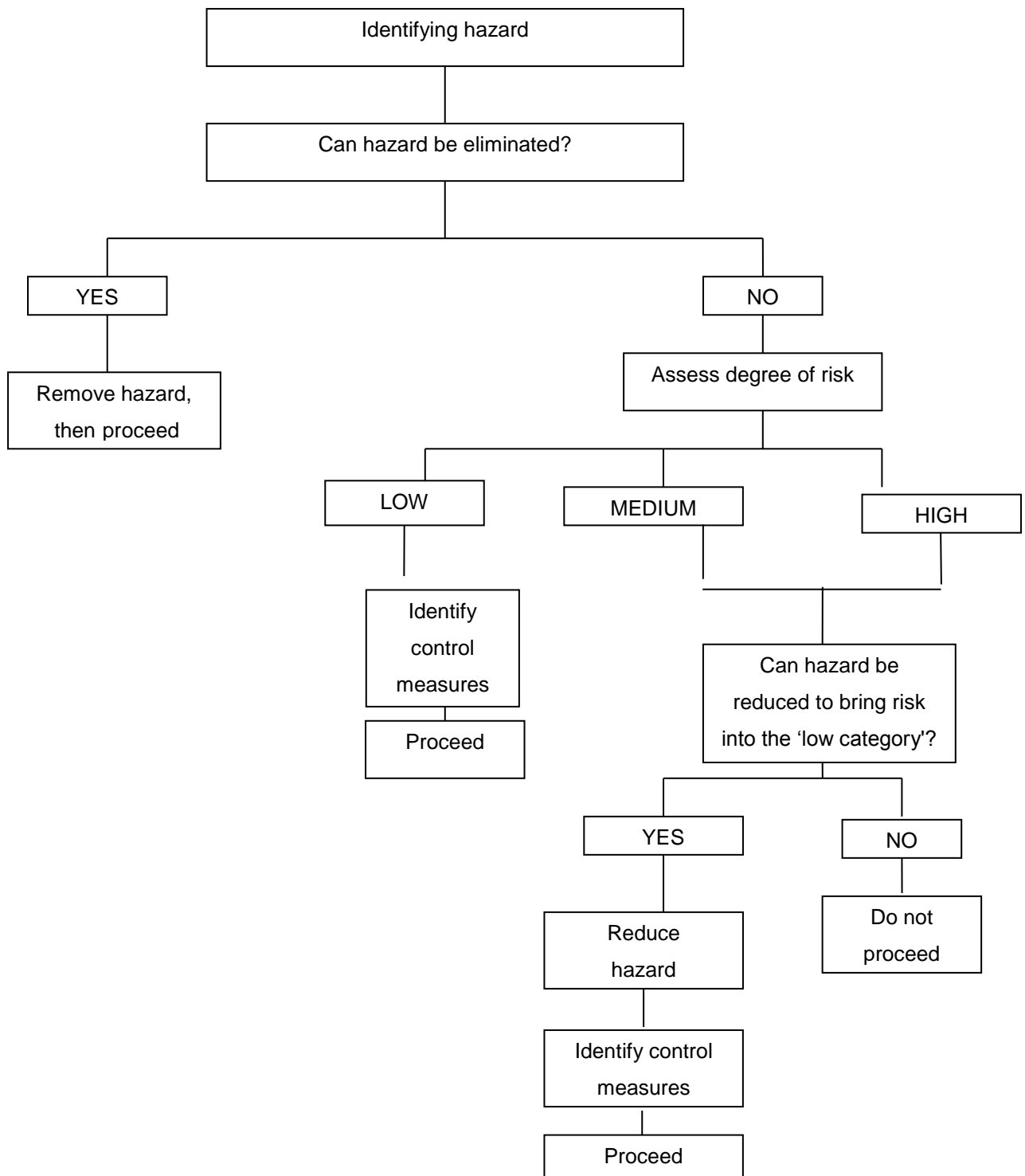
- Objects: Javelin, discus, shot, hammer, hurdles, pole vault standards, running track, etc. (for example, if the hurdles are not put on the track according to the height prescribed by the rules for the specific age group).
- Activities: Running, jumping, throwing, walking, etc.(for example when warming up at the throws is not managed well and athletes throw a javelin while there still are athletes or officials in the throwing sector).
- Substances: Water in the water jump, rain, snow, ice, etc. (for example when it rains and the surface becomes dangerous to run on, or the throwing sectors become slippery).
- Conditions: Temperature, humidity, wind, level of light (for example when the temperature is high and dehydration could occur during a long-distance race).

The next step is to determine if the hazard can be eliminated, for example if the high jump mats pose a risk for safety, to remove and replace them with new mats that are in accordance with the standards. If the risk or hazard cannot be removed, the degree of the risk needs to be assessed. Risk expresses the likelihood that the harm forms a potential hazard. Risks are normally categorised as follows:

- Low - no or minimal likelihood of injury or harm.
- Medium – some likelihood of injury or harm.
- High – significant likelihood of injury or harm.

In the process of determining the degree of seriousness of a potential hazard, the question to ask is whether the hazard can be reduced to bring it into the low category and to identify control measures (Liebenberg, 2010[b]: Personal interview; Glad & Roe, 2002:173). A court case in 2011 was looming after athletes and parents in the Western Province appealed against the condition of the high jump mats that were not safe. They had a good case, as reality was that technical officials had not attended conscientiously to what was expected of them regarding not only the preparation, but also the risk assessment of the competition area, including the equipment (Meyer, 2011[a]: Personal interview).

**Figure 4.36: Explanation of risk evaluation**



Sources: Ammon, *et al.* 2005:109; Glad & Roe, 2002:175; O'Brien & Overby, 1997:423-424.

The risk management strategy is best developed in co-ordination with health and safety authorities, the venue operator and other appropriate partners. It is important

that the strategy is recorded for future reference and review during the debriefing meeting. The level, complexity and characteristics of the event will determine the level of risk management that is expected. The W-questions will provide answers regarding who needs to be involved in determining the strategy to be brought into operation.

First to be determined is the specific potential risks and to do that, the "What?" question must be answered. What must be organised? The "What?", "Who?" *participates*, "Who?" *watches*, "Where?" and "When?" will it take place, will answer the question on who needs to attend the risk management meeting. The meeting could include security services, the SAPS, fire department, ambulance services, traffic department and the medical team. The emergency action plan checklist (*cf.* Checklist 86 on CD & Figure 4.37 on CD:37) will assist the organisers to determine the agenda for the meeting(s) with the above-mentioned groups (Fried, 2010:300-304; FSA Competition Checklist Absa Series 2005:7,10-11; Ammon, *et al.* 2005:109-119; Safety at Sports and Recreational Events Bill of Sport and Recreation South Africa, 2004; ASA Checklist: Safety and security risk profile for Track and Field Events: 2004:1-2; American Sport Education Programme, 1996:14-19; 68-71).

Topics that should be discussed with the SAPS should include their strategy regarding protection services, special, unexpected circumstances that may arise, reducing/combating criminal activities, strategies for dealing with fights, strategies to handle intoxicated spectators, and evacuation strategies (Fried, 2010:286-292).

At Major events all services need to be on site. Sport has become global, and, unfortunately, so have the problems associated with sport. Plans must be in place at every type of event, even here in South Africa at track and field events. The Monica Seles stabbing incident in May 1993 made event managers aware of the reality that violence can occur at any type of event, even tennis tournaments - then why not track and field events? (Ammon, *et al.* 2005:147-148). In *Beeld* (*an Afrikaans newspaper*) of 27 February 1996, a correspondent reported that liquor, drugs and violence under the spectators caused a track and field meeting in the Western Cape to be cancelled due to knife stabbing, drunken spectators, vandalism and drug abuse (Correspondent, *Beeld* 1996:10). This emphasises that event managers should



assess the risks pertaining to the spectators that will be present at an event. Events offices of the local government in each province and city will assist event managers with guidelines for staging events and how to comply with the Safety and Security Act of the White Paper on Sport in South Africa.

Areas that need to be covered in the planning strategy could be:

1. Description of Event

Type of event: International, National, Provincial, Club/School

- Date
- Duration
- Locality
- Venue
- On a near key point(s) or restricted area
- Anticipated number and profile of spectators
- Participants attending event (including President, Mayor, VIPs, Artist, Exhibitions, Rock Concert)

2. Event Programme:

Full details and times; contact details of person responsible for each aspect of event

3. Layout of event:

- Stages
- Temporary outdoor structures and stands
- Seating – seated, mixed or standing
- Marquees
- Fencing
- Crowd barriers
- Vendors
- Catering
- VOC/JOC location
- Ticket selling booths

4. Transportation Management Plan:

- Emergency access routes
- Emergency vehicle parking

- Road closures and time
  - Parking
5. Emergency:
- Medical Plan
  - Security Plan
  - Departmental Emergency Response Plan
  - Evacuation Plan
  - Facility Emergency Plan
  - Civil aviation application
5. Vendors/caterers:
- List of details
  - Use of gas
6. Health requirements:
- Vendors' License
  - Food integrity
  - Certificate of application
  - Tobacco Control
  - Ablution Facilities and/or Mobile Toilets
7. Completed Application forms for:
- Liquor License(s) (if applicable). No liquor sales at track and field events
  - Noise Exemption (including public participation)
  - Erection of Stages/Marquees
8. Services requirements
- Electricity
  - Water
  - Waste Management Plan – prior arrangements for cleaning venue, during and after; bins
9. Event Communication Plan:
- Ticket Selling strategy
  - Medical Plan
  - Accreditation

- Any specific requirements
10. Environmental protection plan:
- Competition area
  - Stadium (inside and outside)
  - Warm-up area
  - Parking areas
11. Community participation plan:
- Contact with councillor/s
  - Contact with community/residents organizations/association
  - Residents'/Business/Community consultation
12. Indemnity forms:
- Indemnity forms
  - Public liability insurance confirmation letter
- 13 Past history of the event:
- Low casualty rate – reliable, detailed data
  - Medium casualty rate – reliable, detailed data
  - High casualty rate – reliable, detailed data
  - First event - no data available

(Holtzhausen, 2012[a]: Personal interview; Meyer, 2011[b]: Personal interview; Guidelines for staging events within the City of Cape Town, 2010:1-2).

#### **4.14 CROWD MANAGEMENT**

One of the most crucial risk assessment areas is crowd management and a proper strategy needs to be formulated.

##### **4.14.1 Introduction**

To formulate such a strategy for crowd management the following factors need to be taken into account. Although alcohol is not sold at track and field events the spectators could still bring alcohol and even drugs into the stadium if spectators are not prevented at the gates from doing so, and officials at the gates are not on the watch-out regarding what is brought into the stadium.

The Ellis Park Soccer tragedy (12 April 2001) highlighted the importance of being aware of the size of the expected crowd in relation to the number of seats in the stadium. That links to the monitoring of ticket sales and whether tickets will be sold at the gates. Money at the gate poses a new risk issue that needs attention if tickets and event programmes will be on sale at the gates. This will determine the number of security personnel to have available. Their numbers and tasks will be affected by the use or not of an accreditation system (*cf.*4.6) (Fourie, 2012[e]:68; O'Brien & Overby, 1997:188).

#### **4.14.2 Crowd Management Plan**

Drawing a proper crowd management plan may be accomplished through the implementation of six fundamental concepts, namely

- The plan must be an integral element of a larger risk management plan and updated on a regular basis (Holtzhausen, 2012[a]: Personal interview).
- The plan must provide for trained and competent staff to carry out the crowd management plan (Holtzhausen, 2012[a]: Personal interview). Table 4.80 (*cf.* Tables on CD: 80) provides the job description of the crowd managers.
- An effective crowd management plan must address the specific procedures used to implement the emergency plan. The emergency plan can "ensure that minor incidents don't become major incidents and that major incidents do not become fatal" (Holtzhausen, 2012[a]: Personal interview; Fried, 2010:306; American College of Sport Medicine, 1992:29).
- An effective crowd management plan will contain procedures necessary to eject disruptive, unruly, or intoxicated patrons. The ejection duties should remain the responsibility of trained crowd management staff and, in some jurisdictions, uniformed law enforcement (Ammon, *et al.* 2005:153). A competent communication network must be implemented. The use of a centralised area, known as the joint operation centre (JOC), or venue operation centre (VOC) for representatives from each group involved in the risk management of an event will provide the opportunity to facilitate

communication and improve decision making (Holtzhausen, 2012[a]: Personal interview, Ammon, *et al.* 2005:154).

- The venue identified for the JOC/VOC, must be positioned so as to enable members to have a vision of the track and the widest vision possible of the stadium. Act, No 2 of 2010:37-39 (Act, No 2 of 2010) provides the criteria for and needs of the VOC/JOC. The venue should seat at least six people, namely a representative of the SAPS, Fire Department, Ambulance Service, Traffic Department and a member each of ASA and the Province.
- The venue should not be in the press area, as risk issues must be communicated to the media with care; panic could harm the work of the SAPS in a risk situation. The researcher, as event organiser, often had disagreements with ASA when faced with the location of the JOC/VOC. ASA would want to locate the JOC/VOC in the radio booths at the Free State Stadium during National Events when the radio was present.

An effective crowd management policy must involve the use of proper signage. Directional signs have a number of important uses. As spectators approach the facility, road signs are used to indicate the correct exits. In addition, these signs assist in providing parking information, indicating correct gate entrances, box offices, medical assistance and first aid, etc. The facility could have signage boards indicating, for example that no liquor, cans or sharp equipment is allowed (Holtzhausen, 2012[a]: Personal interview, Ammon, *et al.* 2004:154-155; Boukes & Fourie, 2004:25).

Although event managers often organise events of different level at the same venue on an annual basis, the organisers should still be watchful for unforeseen situations that could occur. It is worth to call a meeting to address all issues, and determine strategies that will cover all incidents that occurred previously and review these strategies annually, and even if no incidences were reported, strategies should still be reviewed (Holtzhausen, 2012[a]: Personal interview; Glad & Roe, 2002:177). A safety and security plan should be benchmarked with the most current Act on Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010) as this Act might be updated on a regular basis. Organisers of sport events must determine what should

be done at major events when all possible safety and security services are available, as well as at minor events when only a selection of staff is available, and then ensure that the minimum security and safety services are present for the specific stadium and facility (Holtzhausen, 2012[a]: Personal interview; Glad and Roe, 2002:178).

Event Organisers should have sufficient insurance to cover eventualities for which they might be financially liable as advised by the IAAF. These include: Public liability; Personal accidents for athletes, officials and volunteers; Cancellation of the competition due to bad weather (in cases where there are sponsorships and contracts). Insurance cover will involve a cost that must be made provision for in the budget. The conditions and requirements of each policy should be carefully studied. Event Managers must refer to the Safety at Sport and Recreational Events Act, No 2 2010 (Act, No 2 of 2010) regarding the safety and risk management required by law. Cities like Cape Town has drawn up a guideline document for staging events within the City of Cape Town to assist event organisers to meet the standards as lay down by law (Guidelines for staging events within the city of Cape Town, 2010).

## **4.15 GERERAL RISK ASSESSMENT – TRACK AND FIELD EVENTS**

### **4.15.1 Introduction**

Other aspects at a track and field event that have to be assessed are indicated in Tables 4.81-4.92 and Checklists 87-98 (*cf.* Checklists on CD) indicating the hazard, who/how affected, control measures, and control measure responsibility according to the standards of the IAAF. The Technical Manager and his team must take all these risk areas into consideration when preparing the technical side of the event. The technical officials must familiarise themselves with these risk issues contained to their area of responsibilities (an often neglected area of responsibility by TOs). The competition area has to be kept as "clean" as possible and therefore the entrances to the track should be security checkpoints with access to only specific accredited persons that have a specific job in the competition area (Meyer, 2011[b]: Personal interview; Liebenberg, 2010[b]: Personal interview; Barra, *et al.* 2003:77). This area

of responsibility should be added to the curriculum of the training of technical officials at all levels of qualification.

#### **4.15.2 Additional Points for Track events**

The following additional points have to be determined and addressed:

- Should there be a need for drinks to be provided during an event; the station should be positioned so as not to constitute a hazard.
- Areas of kerbing that have been moved to facilitate high jumping or javelin throwing should be placed in a safe area. They should be replaced after the event has been concluded.
- Cones or flags used to mark the edge of the track must be carefully positioned so as not to cause a tripping hazard.

At track events it is often seen how athletes, not participating at that point in time, cross the track without looking at what is happening on the track; this could cause athletes who, for example, are coming around the bend in a 200 metre race at full speed, to be seriously injured. Therefore, technical officials need to be well aware of what is happening on the track and ensure that nobody crosses the track without being aware of what is happening on the track. Table 4.82 (*cf.* Tables on CD: 82 & Checklist 88) refers to serious issues on the track.

During the longer track events collisions, pushing and shoving often happen with athletes falling in front of other athletes causing serious injuries. Table 4.83 (*cf.* Tables on CD: 83 & Checklist 89 on CD) covers the possible risks in the longer distance races. One of the most famous collisions in a long distance event is surely the Mary Decker - Zola Budd collision in the 3000m women's final at the 1984 Olympic Games in Los Angeles (Pieterse, 2006: Personal interview; BBC: ON THIS DAY/11/1984: on line).

During hurdle races, especially the shorter, faster races, serious accidents and collisions causing serious injuries can occur. Table 4.84 (*cf.* Tables on CD: 84 & Checklist 90 on CD) lists several hazards that might be applicable to the hurdle

aces and of which technical officials must be aware. Four areas in the steeplechase event are identified as risks. Technical officials have to be acutely aware of and adhere to Table 4.85 (*cf.* Tables on CD: 85 & Checklist 91 on CD) that lists the details of these risks identified. Poorly maintained high jump landing mats are one of many risk factors at the high jump event. Table 4.86 (*cf.* Tables on CD: 86 & Checklist 92 on CD) lists the many other risk factors of which the technical manager and technical officials should be aware.

Pole Vault is one of the high-risk events in respect of which several casualties have been reported, one of which was when Okkert Brits in 1993 had the experience of his pole breaking into three pieces during a jump at the SA Senior Athletics Championships at the Bellville Stadium. On that occasion he was not hurt (Human, 1993:1). Charné Rahme, South African junior record holder in the pole vault, however, was injured when his pole broke and stuck into his leg during a practice session (de Swardt, 2010:1). Although the pole is the personal equipment of the athlete, these examples illustrate that risk management does not only concern the stadium equipment, but should also consider injury to athletes during the events and or practice sessions. This could have happened during an event. Table 4.87 (*cf.* Tables on CD: 87 & Checklist 93 on CD) lists the number of risk factors attached to Pole Vault of which technical officials should be aware.

The sand in the pit, if not dug over properly, may hold a risk factor. In terms of both Long Jump and Triple Jump several aspects that could pose a risk or injury can be identified. Therefore it is important that the technical manager and grounds men prepare the facility with care to minimise the possibility of these factors becoming safety hazards, and the Field Referee and the technical officials should address the issues that they can manage, Athletes should be informed to be careful in their actions to eliminate or minimise risks. Table 4.88 (*cf.* Tables on CD: 88 & Checklist 94 on CD) lists several of these factors that could pose a risk at an event.

In the shot put water, dirt or grit in the circle could pose a risk for the safety of the environment in which the athlete will participate. This could be prevented if the event



is prepared according to the IAAF rules and technical officials are sensitive to the risks as emphasised in Table 4.90 (*cf.* Tables on CD: 90 & Checklist 95 on CD).

The cage and the netting at the discus throw most probably are one of the most critical risk factors that need attention to ensure a safe environment in which to participate. Table 4.90 (*cf.* Tables on CD: 90 & Checklist 96) lists several risk factors that warrant attention to ensure a safe environment in which to host a competition and that will be conducive to achievements.

Additional points to attend to regarding to discus throw as identified by the IAAF are:

- All throws shall take place only from the circle within the cage and be supervised.
- During a trial, officials stand outside the sector lines facing the thrower. When athlete is within the cage or its mouth, a warning horn is sounded to signify that a trial is about to begin so that officials within or in the proximity of the cage should be aware of the throw and move to a safe area.
- Throws should not commence unless the supervisor signals it is safe to begin. It should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athletes they may commence throwing (Preller, 2012: Personal interview; Glad & Roe, 2002:197).

Similar to the discus throw the cage and netting at hammer throw are even more important, as the hammer can slip into any direction during an attempt by an athlete. Table 4.91 (*cf.* Tables on CD: 91 & Checklist 97 on CD) lists the numerous factors to take into account as prescribed and identified by the IAAF.

Additional measures to be aware of for hammer throw, according to the IAAF (Preller, 2012: Personal interview; Glad & Roe, 2002:200), are:

- All throws shall only take place from the circle, within the cage and be supervised.

- During a trial, officials must stand outside the sector lines facing the thrower.
- Throws must not commence unless the supervisor signals it is safe to begin. It should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw; it should not be considered to be the sole means of telling the athletes they may commence throwing

Often the runway of the javelin throw crosses the track; therefore technical officials have to be aware of what is in progress on the track before the athlete can start his/her run-up. Table 4.92 (*cf.* Tables on CD: 92 & Checklist 98) lists the risk factors as identified by the IAAF. Technical Officials at the javelin throw event have to be very sensitive to the risk factors concerning this event, as serious injuries could occur if the event is not managed according to the IAAF Rules and guidelines on risk management (Liebenberg, 2010[b]: Personal interview).

#### **4.15.3 Parking at the event**

Although parking is not part of the risk management of the competition area of the event, the initial meeting with all the role players in risk management could include parking to determine if the traffic department and the SAPS will be involved or not.

Before an event is scheduled, all parking options must be examined. The member of the local organising committee responsible for parking should use Table 4.93 (*cf.* Tables on CD: 93 & Checklist 99 on CD) to determine the extent and detail regarding the parking needs before the first meeting. These needs have to be addressed and planning in this regard should satisfy the criteria as discussed in sections 16 and 20 of the Act, No 2 of 2010 on Safety at Sport and Recreational Event Regulations Act, 2010 (Act, No 2 of 2010: 45-46).

An assessment **done** at the Free State Athletics Stadium brought the following questions regarding risk issues and assessment to mind. An LOC member responsible for parking in Bloemfontein, for example, will have to liaise with Free

State Rugby (Free State Stadium), Free State Cricket (Outsurance Park), all international sporting facilities adjacent to the Free State Stadium (Track and Field). Parking could be a serious risk issue if another event, for example Soccer at the Free State Stadium (Rugby) is planned for the same time as a major track and field event adjacent to the Free State Stadium (Track and Field). Not only parking could be an issue, but the mutual corridor and ablution blocks could become a serious risk issue. Other factors that may pose a risk are the number of spectators, and liquor that might be allowed at the soccer, but not at the track and field event. Entrance through the gates will also have an impact on the risk management. One risk aspect could culminate into several other risk issues. The LOC member responsible for parking should work closely with the risk management team, especially where facilities are unique regarding their location, even if not adjacent like in Bloemfontein, but nearby.

After the meeting with the JOC/VOC members the organisational planning of safe parking becomes a key matter as safe parking is one of the marketing tools that will attract spectators to the event. This makes parking planning crucial in order to increase safety and ensure risk management in the quest for organising a successful event. The LOC committee member responsible for parking must adhere to the regulations of the Safety at Sports and Recreational Events Act, 2010 (Act No 2, 2010:45-46).

The mentioned LOC members must know at what level the event will be pitched to ensure that they meet the criteria according to the level and risk at the event. The volunteers and officials working at the event need allocated parking spaces in order to ensure safe and easy access to the venue. The higher the level of the event, the more complex and problematic the parking arrangements become. The track and field event organiser should be aware of each aspect of the meeting, and on the basis of that information, identify and plan for the kind of parking that will be required. In the case of school events separate parking for school buses to ensure safe parking and enable the buses to turn easily has to be arranged.

One of the important areas, as indicated by Dr Nicolas Theron, Dr Louis Holtzhausen and Dr Org Strauss (Holtzhausen, 2010: Personal interview; Theron, 2007: Personal interview; Strauss, 2007: Personal interview), for example, is an area that allows access for an ambulance and other emergency vehicles. These areas have to be open for emergency vehicles to have access and to exit without any problems. A comprehensively planned checklist discussed in Table 4.94 (*cf.* Tables on CD: 94 & Checklist 100 on CD) will guide the organisers through a process that will ensure that the needs of all parties involved in the event are satisfied.

After the Act referred to and the matters discussed above have been taken into account, the committee responsible for parking must develop a detailed written traffic management plan, which should be incorporated in the Safety and Security Plan of the event. This plan has to incorporate measures for the safe evacuation of spectators from the stadium, venue or along a route or its respective precincts, in an emergency.

#### **4.15.4 Conclusion regarding risk management**

Peter E. Tarlow, author of *Event Risk Management and Safety*, notes, "*All event risk analysis should be based on the principles that there is no object, person, or reputation that cannot be stolen, damaged, or destroyed*" (Tarlow, 2002:111). It is clear from this quote of Tarlow as well as the IAAF that rates risk assessment very highly as indicated in Tables 4.81–4.92 that an event risk management strategy must be compiled for every track and field event, no matter the level of participation, size or importance.

It is clear that Event Risk Management is not the responsibility of one person or the South African Police, but a team effort. In the competition area the responsibility starts with the Technical Manager and his/her team, but as noted in Tables 4.81–4.92, athletes, technical officials and referees should take hands with the technical manager within the competition area to ensure a safe and risk-free environment.

Outside the competition area the maintenance of safety and security shifts from the members of the JOC and their staff within the stadium, to those individuals, agencies, organisations as planned and agreed to prior to the start of the event. Risk management is imperative in all events, no matter how small and at which level.

#### **4.16 MEDICAL SERVICES**

No risk management strategy or event management strategy can be developed without reference to medical services. Even at an event where the risk is low, medical services are imperative (ASA Minimum Standards of Events Medical Control, 2008:2). The medical committee is only one of the many components of the LOC which is essential to conduct a successful event, but is definitely one of the most crucial and most neglected components. In compiling the budget, the costs involved in medical services should take first priority before any 'nice to have' items are listed.

##### **4.16.1 Introduction**

Of all the different services offered for spectators and athletes, the most essential one undoubtedly is the medical care available to athletes. The IAAF and ASA recommend that the LOC should establish a medical committee or team, headed by a Medical Director (Brown, Harmon, Gudjonsson & Birgir, n.d.:13; ASA Minimum Standards of Events Medical Control, 2008:2). The Medical Commission of the International Olympic Committee recommends ethical guidelines for physicians who care for athletes and sport persons. These guidelines have been established and are based on those drafted by the World Medical Association (World Medical Journal, 28.8, 1981).

The LOC member assigned to the medical committee, the Medical Director appointed and the rest of the medical committee should read through the most current *Competition Medical Handbook for Track and Field, Road racing*, a practical guide for an LOC to use when designing medical guidelines and requests for a specific event competition. Such guidelines will also assist the Medical Director to

know what is expected from him/her and the rest of the medical committee (Brown, Harmon, Gudjonsson & Birgir, n.d.:9-95).

The track and field event manager must determine the level of the track and field competition that will take place to assist the medical committee in planning the medical services at the venue. The 10-W questions strategy (*cf.* 4.2.1) and the Risk Score for Events (Holtzhausen, 2012[b]:2-9) will assist the track and field event manager in pitching the event at the right level. When school events are assessed, the event should be pitched at medium risk due to the composition of the spectators that could have elderly people attending (grandmothers and grandfathers). The spectator profile should be pitched at 4 (predominately children and teenagers).

At a major event, where a few thousand spectators are expected, the chances are good that at least one spectator could require some or other emergency service. Track and field event managers, therefore, not only have a legal duty to protect spectators, athletes and officials, and warn them against foreseeable hazards, but they should ensure that the necessary medical services are available, should a problem arise (Holtzhausen, 2010: Personal interview; ASA Minimum Standards of Events Medical Control, 2008:2).

#### **4.16.2 Medical and Emergency Strategy**

The Medical Doctor (Director) and his/her committee are ultimately responsible for the primary and emergency medical care provided at all official sites, venues and accommodation areas attached to the competition. This will include the warming-up area. The medical committee has to assist when a higher level of health care is required. The IAAF advises that the Medical Director should be from the local community to enable him/her to draw the necessary medical resources from the local city or town (Brown *et al.* (n.d.):13) as supported and emphasised by Dr Louis Holtzhausen after his engagement as the Head of medical care during the 2010 World Cup Soccer Tournament in the Free State Province (Holtzhausen, 2010: Personal interview). Emergency medical services should be planned in close association with other services, such as safety and security, and traffic control to

avoid duplication, omission of essential services and miscommunication in the event of an emergency (Holtzhausen, 2012[a]: Personal interview). That is why it is imperative that the medical director/medical doctor should be part of the risk and safety meeting and have a representative in the VOC/JOC.

The medical director reports directly to the national body (which could be the IAAF and/or ASA or USSA Athletics or the applicable province if a provincial championship). The LOC must co-opt the medical director on the LOC and appoint a member of the LOC on the medical committee to establish liaison between the two committees. A track and field event could never be too small to utilize this portfolio of the LOC. In an interview by the researcher with the Programme Director, Sport Medicine at the School of Medicine at the Free State University and Executive Member of the South African Sports Medicine Association (SASMA), Dr Louis Holtzhausen on 6 August 2010, emphasised that a thorough planning session and contingency plan should be worked out to cover all unforeseen risk issues that could occur, for example a stand that collapses. Medical care could be an expensive exercise, but even if only basic emergency care is provided, it should be planned in advance. All the necessary pre-competition arrangements for medical staff to be on standby and communication to be alert to activate the necessary medical support should be planned. All telephone numbers should be clearly indicated in the medical room. This will then cover the LOC from possible legal accountability (Holtzhausen, 2010: Personal interview).

The medical committee has to consider the following when planning the medical care for an event as listed in Table 4.95 (*cf.* Tables on CD: 95 & Checklist 101 on CD), indicating the topic and who should take responsibility and accountability. For some tasks the medical committee (MC) will take hands with the LOC member (LOCM) as indicated in Table 4.95 as compiled based on a literature study and information gathered through a guest lecture and personal interviews based on the guidelines of the IAAF and ASA (Holtzhausen, 2010: Personal interview; ASA Minimum Standards of Events Medical Control, 2008:2-6; Tarlow, 2002:111-121; Gouws, 1997:308-310; Brown *et al.* n.d.:13-14).

When the level of participation has been determined as discussed in Table 4.95, and the expected number of spectators has been determined, the number of medical staff can be determined. To assist the LOC and the medical committee in doing so, the Risk Score for Events can be used to establish the minimum medical care that will meet the standards as prescribed in the Safety at Sports and Recreational Events Act, 2010 (Act, no 2 of 2010). However, this document does not cover the medical care for the athletes (Holtzhausen, 2012[b]:2-9).

In certain cases, especially when the number of athletes exceeds 150 athletes, track and field managers should consider the recommendation of the medical committee when they ask for two physicians to clearly identify the area of responsibility. Dr Louis Holtzhausen (Holtzhausen, 2010: Personal interview) proposes that the second physician's focus and area of responsibility should be on the public and their needs. The second physician could also stand in for the needs of the technical officials. Taking into consideration the staffing guidelines suggested in Table 4.95 the medical services for the event can be determined and adjustments could be made. The staffing guidelines of the IAAF for track and field championships are: Physicians - one per 100 athletes; Physiotherapists - one per 30-50 athletes; Massage Therapists - one per 50-75 athletes (Brown *et al.* n.d.:14).

When the venues, facilities and equipment have been identified by the medical committee and the LOC member for medical care, the area of responsibility and accountability should be identified. In major centres the medical team could arrange for medical tents to be staffed by paramedic teams or with ER 24 teams (emergency response teams). If possible, at all events and definitely at major events, the medical care for the athletes and that of the spectators should be separated. Athletes' medical care mainly entails precaution and treatment of acute injuries, while for spectators it mainly entails disaster management and emergency care, for example in the case of heart attacks (Holtzhausen, 2010: Personal interview).

A medical and emergency plan should always be in place for a major event, but not all medical care units will be activated on site at smaller events. No event (however small) may be organised without at least a medical doctor to co-ordinate the plan



and to activate the minimum services on site. All other units must be put on alert and the necessary contact numbers should be posted visibly in the medical room. Hospitals, private as well as state, should be informed of the event. At major events, the medical committee could also alert the specialists they deem necessary. At primary school events a parent that is a physician watching the event, often is called to assist in an emergency case. This is not adequate as such a physician might not have come prepared as he/she has come as a parent to watch his/her children perform. If such a person is willing to be of service to the school, the event organisers should arrange this prior to the event to enable the parent to come prepared as agreed with the organising committee (Holtzhausen, 2010: Personal interview; Theron, 2007: Personal interview; Strauss, 2007: Personal interview). Dr Holtzhausen recommends that where services to the athlete and public are separated, the services of a nurse to assist the medical doctor should be obtained. School events for which the needs for medical care are a low priority as far as the presence of a medical doctor is concerned, should take cognisance of the composition of the spectators, especially the presence of grandparents. This could raise the risk factor of heart attacks, although it is not just elderly people that are at risk, athletes could also be at risk. The presence of a medical doctor is always a safe option when organising an event.

In Table 4.96 (*cf.* Tables on CD:96 & Checklist 102) a guideline is provided, indicating which services should be on site at different levels of track and field events, as identified from the guidelines of the IAAF, ASA and the interview with Dr Louis Holtzhausen (Holtzhausen, 2010: Personal interview), who serves several sporting codes as Medical Director. Table 4.96 is suggested for the lower-level, grass roots track and field events, due to the fact that research could not find any guidelines from the IAAF or ASA. This was also confirmed by Dr Adams (ASA Medical Doctor) by the IAAF Medical Commission on enquiries by the researcher to them. The suggested medical services will allow event managers to have at least the basic medical services available to meet the criteria of medical services at events.

There are three levels of medical care, namely

1. Basic care First Aid
2. Intermediate care Paramedics & Basic Ambulance assistance (BAA)
3. Advance medical care Paramedics and ER 24 qualified medical staff in ACLS (Advanced Cardiac Life Support) and Advanced Trauma Life Support (ATLS).

When presenting a track and field event of the nature of the 8<sup>th</sup> IAAF World Cup in athletics that took place in Johannesburg from 11-13 September 1998 medical services should be provided that include the following at the village where the athletes stay:

- A fully equipped medical centre with diagnostic rooms
- 24 hour services
- A registration room
- An emergency room
- An observation team
- A pharmacy with qualified staff
- A laser imaging room
- A laboratory and offices.

These facilities, staffed by doctors, especially sport qualified specialists, pharmacists, nurses, x-ray technicians, clinical technicians, physiotherapists and, very important, interpreters (English and French), and management personnel. Ambulance services should be on a 24-hour call. At least one ambulance should be available on site at the village and other ambulances on standby (Guide to the Competition, 2001:80). The IAAF has a complete Medical Guide that can be used for major events like the World Cup or Universiade.

At National Championships, track and field event managers have to make facilities available at the competition area and at the warming up area for individual teams that are accompanied by their own medical team. No equipment has to be provided

for such teams, as they are responsible for their own equipment. To be prepared for all the teams, event managers could request their facility needs for medical care (own medical team) in the circular (*cf.*4.5) that requests their entries (Fourie, 2012[e]:300; Prinsloo, 2012: Personal interview; Hattingh, 2006: Personal interview).

An injury form, as indicated in Figure 4.38 (*cf.* Figures on CD: 38), could be of great importance, not only for legal issues that might arise after the event, but it will also be of help for the athlete back home to have such a form on record when visiting his/her own physician to indicate what the situation has been and what medical care has been given at the event. Such a form should be in duplicate to have a copy available for the athlete to take with as a report to his/her own physician for further medical care. Figure 4.38 (*cf.* Figures on CD:38) provides an example of such a form as prescribed by the IAAF, including suggestions by Dr Louis Holtzhausen, who liaises with the International Sports Medicine Federation on medical care at sport events. The value added by such a form to the image of track and field events will only be positive and it will be useful for research (Holtzhausen, 2010: Personal interview).

The statistics gathered through these forms could be used for research in sport medicine and in event-specific medicine research. Track and field event managers can suggest to their medical doctor that will be working at the event to use these forms if he/she does not have an own medical report form.

#### **4.16.3 Conclusion on medical services**

The most important conditions to ensure the success of the medical contingency plan and the activation of the plan at a track and field event are the communication between the parties concerned and the prior arrangements with the hospitals and other emergency services. When the track and field event is concluded, the medical team has to stay alert for at least 30 minutes after the last event. Their final task is to review the services rendered and to write a report to serve at the debriefing of the event.

Due to the costs attached to medical care, ASA could look into the qualification system of Chief Officials and Referees. Included in that qualification a basic First Aid and Sport Trauma qualification could be required to assist with any casualties that could occur in the competition area and the warm-up area at lower events, for example league events and school events at grass roots level. Referees could be requested to do the Level III First Aid course as part of their qualification.

#### **4.17 MARKETING OF THE EVENT**

Having an event set up according to the IAAF Rules, athletes to participate in the event need spectators and sponsors to pave the success of the event. Marketing of the event could bring about that spectator numbers could increase and therefore it should be monitored with the ticket sales on a daily basis. Marketing of an event could be a costly exercise and planning of the marketing strategy should be done in the planning phase to establish which aspects of the total marketing strategy will become operational.

##### **4.17.1 Introduction**

Event marketing rests on two pillars. Pillar one the marketing of the event to attract spectators and the media. Pillar two is the marketing of the event to enable the LOC or the association to obtain a sponsor for the event (Solomon, 2002:29). Sport marketing can also be defined as the marketing of sport products, events and services (Mullin, Hardey and Sutton: 2000:8). In the broader definition, according to Mullin *et al.* (2000:8), sport marketing needs and demographic make-up of sport consumers have become complex. As competition for the spectators' and the participants' money has increased, the demand for professional marketing has also grown, and it has become a complex field of study. In terms of marketing, the focus in this study is on marketing the event to the public and the media to attract spectators and to obtain the interest of the media, not only to write and talk about the event, but to attend the event and report first hand on the achievements of the athletes. The marketing plan, like the operational plan and the financial budget, will

be developed from the event objectives, in a number of stages, with different techniques and approaches by event managers (Mc Donald, 1995:427-435).

#### **4.17.2 Marketing strategy for the event**

Marketing an event may become a costly exercise. The researcher experienced that one of the best marketing tools for an event is the quality of the event that is staged.

There are four key elements in marketing that needs to be addressed, namely

- The formulation and type of product to be offered.
- Where the product is to be available.
- The price at which the product is to be sold or exchanged.
- The means by which potential buyers become aware of the product and decide to support it (Shone and Parry, 2001:170; Mullin *et al.* 2000:38; Watt, 1998:6; Getz, 1997:250).

To offer a quality event the following strategies are recommended:

##### **4.17.2.1 Strategy 1: Safe Environment**

Track and field events that allow athletes to participate in a safe environment that meets the standards as set in the IAAF and ASA Rulebooks will become one of the most effective marketing tools – something which money cannot buy. If the environment allows athletes to attain top achievements, the athletes become the best marketing tools for the event. Through top achievements a vibrant, pulsating atmosphere can be created, which will attract the spectators year after year. But to ensure that, the guidelines for a safe environment have to be followed precisely and with great care, as spectators at a sporting event want to feel safe and secure under all circumstances.

##### **4.17.2.2 Strategy 2: Level of athletes**

For most of the track and field events the type of product to be offered will be determined prior to the event, identified in the planning phase when the

characteristics and complexity of the event will be determined; the determining factor being the athletes that will participate in the event. As shown in the 10 W-questions the "who participates", has an effect on the spectators, media, safety to name a few that will affect the complexity of the event. Therefore, care must be taken when athletes are invited to ensure they are the competitors (world record holders, SA champions) that will attract the public.

#### **4.17.2.3 Strategy 3: Venue**

Where the product (athlete) is available will also be pre-determined by the most suitable venue to satisfy the needs of the event regarding the technical aspects. This forms part of the planning phase (Glad & Roe, 2002:91; Shone & Parry, 2001:170). Financial parameters and targets that will limit the marketing scope of operations may be established at the outset. This will also have an impact on the size of the committee that needs to be established to assist the convenor of the marketing committee with all that have to be done. One of the key functions of the committee will be to establish, within the budget, the most effective marketing impact for the budget available (Fourie, 2012[e]:301; Shone & Parry, 2001:171).

#### **4.17.2.4 Strategy 4: Financial aspect**

Another aspect to be considered will be the pricing of tickets. Aspects to take into account when determining the price of tickets are:

- Competition for public attention;
- Money and time against all kinds of other activities and attractions;
- The event versus for example, eating out – value for money;
- Other sport events in and around the vicinity of the event.

A marketing–orientated approach should be an integral part of the discussion on the viability and strategy, the planning and scoping phase, of all track and field meetings. Failure to include the marketing point of view from the start could lead to product orientation, i.e. a selling approach rather than identifying a market need and designing the meeting to satisfy it.

#### 4.17.2.5 Strategy 5: Promotion

The next aspect in marketing is the promotion of the event. The success of promotional activities is built on the thorough identification and planning of the purpose, objectives and aims of the event. The major role of promotion is persuasive communication. To communicate effectively one needs to know one's target market. Key questions about the target market include:

- Is the event targeted at the general public or at a specific group, like parents and/or families?
- What age or lifestyle group will the event attract?
- Will the event appeal to special interest groups?
- Can the committee identify these different segments to attract?
- Are the different segments likely to be responsive to different prices?
- Where does most of the targeted market live?
- From how far away will people come to the event?
- What is the most likely distance (or time) people would travel to the event?
- (Botha, 2011: Personal interview; Evans, 2011[b]: Personal interview).

To obtain answers to these questions the W-questions, benchmarking with the marketing questions and analysis in a SWOT Analysis are required. By answering these question answers could be clarified regarding the technique, focus and marketing approach that will be the most effective to attract people to the event (Tassiopoulos (ed.), 2011:264-276; Shone & Parry, 2001:172). The major role of promotion is persuasive communication. In the case of a track and field event the aim is to inform potential supporters about the meeting and convince them to support. The key aspects of the process are:

- The targeted supporters must be made aware of the meeting.
- The targeted supporters must see (posters, flyers, ads in newspapers, etc.), or hear (radio and television, etc.) the promotional efforts.
- The targeted supporters must get the relevant information about time, date, cost, any conditions involved and how they are expected to give their support.

- The targeted supporters must know that it will be worthwhile and money well spent (Evans, 2011[b]: Personal interview; Glad & Roe, 2002:92; Shone & Parry, 2001:172-173).

#### **4.17.2.6 Strategy 6: Marketing**

Knowing the targeted supporters, the next step will be the different tools that could be used to market the event. In marketing the event to the public, the approach of using a checklist will assist the convenor of the marketing committee. The marketing portfolio becomes more significant as the event becomes more complex and the higher the level of participation. The checklist provided in Table 4.97 (*cf.* Tables on CD: 97 & Checklist 103 on CD) will guide the LOC in planning for the marketing of the event. The main focus here is on marketing the event to attract spectators. The tools for the marketing strategy will be determined by the budget. A budget for the marketing of the event could consist of the items as indicated in Table 4:98 (*cf.* Tables on CD: 98 & Checklist 104 on CD). After Table 4.98 (*cf.* Tables on CD: 98 & Checklist 104 on CD) has been completed, Table 4.99 (*cf.* Tables on CD: 99 & Checklist 105 on CD) can be completed to establish the budget needed and the income that might be raised from certain items in the marketing budget.

If a sponsor is involved, as the researcher experienced by working with Absa and several other sponsors, all marketing material that carries the sponsor's logo must be signed off by the sponsor or the marketing company that represents the sponsor on the marketing committee. Time Management is therefore important to provide designers sufficient time to design the material, and to have it approved by the athletics body and the sponsor. Different items have different impacts on the event and have specific own timelines to have most impact on the market. A banner will have little effect if it is put up a day before the event (Botha, 2010: Personal interview; Fourie, 2012[e]:322; Stander, 2005: Personal interview). Proper detail planning and a thorough SWOT analysis of the marketing products have to be done to have the maximum impact and ensure that money is spent well.



In designing the banner or street posters, the designers have to make sure that the important information readers have to know to obtain tickets, the when, where and at what time, and, if possible, the cost to be on the poster. A crowded poster with too many visuals and writing loses its effect when those for whom it is meant walk or drive past the poster (Fourie, 2012[e]:322; Botha, 2010: Personal interview).

The media are capable of presenting an athletics meeting to a vast audience and can be a valuable marketing tool for event organisers and the sponsors. The Media Liaison Officer in conjunction with the marketing committee should drive the marketing of the event through the media. The marketing through the media could be a costly exercise, or free of charge (Fourie, 2012[e]:322; van Eck, 2012: Personal interview). When using the option to use the media free of charge, the event organiser and his/her marketing and media teams should make sure that the press release they send to the media adheres to the following:

- Be a news item for the purpose of publicity;
- Conform to the requirements of a news item;
- All information to be factually correct;
- Newsworthy;
- Properly presented;
- Grammatically correct;
- A standards typeface, Arial (no italics or fancy variations) (*cf.* Figure 4.39);
- Font size to be at 12pt (*cf.* Figure 4.39);
- Double line spacing (*cf.* Figure 4.39);
- Wide margins on the left and right;
- If the release is more than one page the word **MORE** is to be shown at the bottom of the page (*cf.* Figure 4.39);
- When the release is completed, the words **RELEASE ENDS** should be shown at the end of the content of the release on the left (*cf.* Figure 4.39);
- Do not break a paragraph between two pages;
- Centred or as designed, the letterhead of the Association, Federation or Club, or letterhead designed with sponsor's logo (*cf.* Figure 4.39);

- Below the heading of the letterhead the words **PRESS RELEASE** in capital letters and bold (*cf.* Figure 4.39);
- Followed with either: **FOR IMMEDIATE RELEASE** – capital letters and bold or the words **EMBARGO: XX XXXXXX XXXX** (date, e.g. January 20, 2006) **UNTIL XXXXXX** (time, e.g. 20:00), if news can only be released at a later stage, e.g. 20:00 on 20 January 2006 (*cf.* Figure 4.39);
- A space is to be left between the above and the heading, which should only indicate what the story is about. Subheadings are not to be used in a press release;
- Below the words **RELEASE ENDS**, the contact details of the person who could assist the media with more information. This could be the Secretary, Convener of the LOC, or the Media Liaison Officer;
- Dates to be written as follows: January 20, 2006.
- Time to be written as: 14:00;
- Full stops, only used at the end of the sentence. In other cases the full stop is dropped, for example, Dr not Dr. and USA not U.S.A.;
- Abbreviations should be spelt out in the first mention to make it clear who or what you are referring to, e.g. Athletics South Africa (ASA). Thereafter the abbreviation could be used. Acronyms well known like ABSA and ESKOM need not to be spelt out;
- Numbers used for one to nine, words from ten onwards. These exceptions are for dates, page reference, telephone numbers, postal codes and other similar applications. Use a space to indicate e.g. 10 000 (Fourie, 2012[e]:340; Van Eck, 2012: Personal interview; Glad & Roe, 2002:217; Draft Media Guidelines, 1988 ASA ABSA Series).

How to apply these principles is shown in a *pro forma* media release in Figure 4.39 (*cf.* Figures on CD: 39).

#### **4.17.2.7 Conclusion on marketing**

The marketing portfolio becomes more significant as the event becomes more complex and the higher the level of participation. Marketing as all other areas of

concern to organise a successful event needs thorough, detailed planning. If a sponsor is involved, the marketing strategy becomes more complex and all documentation and press releases have to be signed off by the sponsor. Through plotting the marketing strategy in a SWOT analysis opportunities can be identified through a brain storming session that could be free or a minimum cost if money is the constraint.

One of the best marketing tools for an event is the quality of the event that is staged. Track and field events that allow athletes to participate in a safe environment that meets the standards as set in the IAAF and ASA Rulebooks will become one of the most effective marketing tools which money cannot buy. If the environment allows athletes to achieve top achievements, the athletes become the best marketing tools for the event. Through top achievements a vibrant, pulsating atmosphere can be created, which will attract the spectators year after year. During the late 1970s the One Hour athletics meetings at Coetzenburg in Stellenbosch, organised by Ivor Potgieter, in which the researcher participated as athlete, was an example of such an event - achievements and the pulsating vibe were the marketing tool for participants and spectators. Spectators flocked to Coetzenburg in their hundreds and athletes stood in a queue to be part of the event. The current Varsity Cup rugby concept also speaks for itself as a marketing tool.

## **4.18 MEDIA**

The media can play a positive role in the marketing of the event. It is, however, important to market the event to the media, not only for what the event may get as free marketing, but to convince the media to attend the media launch if applicable and/or the event.

### **4.18.1 Introduction**

The media are one of the most important partners of the LOC. They can either make or break an event. If organisers really have the media's needs at heart and supply the media with the necessary information, the media could become the most

effective marketing tool. The checklist and table (*cf.* Tables on CD:100 & Checklist 106 on CD) provided in Table 4.100 will assist track and field event organisers to attend to the media and enable the statisticians to promote South African athletes in the statistics of the world to increase access for South African athletes abroad.

#### **4.18.2 South African Athletics Statisticians (SAAS)**

The South African Athletics Statisticians (SAAS) although not from the press gather the results of all events in South Africa and African and World events where South African athletes participate to set up the South African Ranking list in different age groups in the different events. Several other statistics are revealed in this annual publication. The best results are also sent to the International Association of Track and Field Statisticians that publishes the *International Track and Field Annual*. Only results of events that comply with ASA and IAAF standards are recorded in these publications. These statistics open the doors for athletes to be invited to events abroad (Hauman, 2010: Personal interview; Le Roux, 2007[b]: Personal interview). SAAS usually is accommodated in the media booths.

#### **4.18.3 Media Release**

The media release is an important document and the first step of the media liaison officer's connection with and commitment to the media. To send out the media release is one of the first tasks of the media liaison officer and the media and marketing committee have to compile a media distribution list, which will also be used during the event. A detailed plan should be designed for the system that will be used to ensure that results reach the media as soon as possible after the event results are known. The volunteers that have to put into effect the plan have to practise and understand the importance of speed and accuracy in their tasks at the event. The results must be completed as requested on the result sheets to ensure that the results are validated and not demerit as happened in the examples described in Chapter 2. The majority of our stadiums in South Africa are not electronically linked from the Competition area to a media station with computer and TV screens. If the stadium is fully electronically linked, the media liaison officer still

needs to have a Plan B available to fall back on this system, that will be discussed, when the electronic systems fails. At the 2011 USSA Track and Field Championships held in Stellenbosch the event organisers told the researcher that eight (8) photo copy machines that were linked to each other would be at the different stations where copies were required. No runners would be used, only one or two persons per machine that would supply copies to that specific station. The morning of the first day of the two-day event no photo copy machines were available, except for one big machine and one small machine in the TIC. No plan B existed, no trained volunteers were available. The researcher had to take over the complete procedures and had to put a system in place an hour before the event was to start.

#### **4.18.4 Media distribution list**

The distribution list has to be compiled by the local media committee in conjunction with ASA (if involved), and the marketing company (if involved). The list will consist of:

- National media;
- Local media;
- Sport magazines.

For the purpose of this study, media will be categorised as:

- Broadcasting – television and radio;
- Written press – newspapers and magazines;
- ASA Statisticians.

#### **4.18.5 Media needs**

To know what the media need and how to serve the media to the advantage of the success of the event and to gain the respect of the media, the media liaison officer and his/her team have to know and understand the following:

## **4.18.6 Broadcasting – Radio**

### **4.18.6.1 Positioning of the commentary booth for radio**

Personal interviews with the radio commentators Hyson Musandiwa, Sport Producer, SABC; Daan van den Berg, Executive Producer: SABC SPORT and Johann Russouw, specialist commentator, Athletics (Russouw, 2010: Personal interview; Van den Berg, 2007: Personal interview; Musandiwa, 2006: Personal interview) identified the following when positioning the commentary booth for radio commentators. It is paramount that:

- The booth is as close to, and in line with the winning posts;
- It gives an unobstructed view of the track; especially the starts at the 100 metres, 200 metres and 1500 metre points;
- It is close to the general media area for information, copying, food and toilet facilities;
- It is sound proof;
- It should be at least 1½ m x ½m;
- It should be provided with a dedicated power line (i.e., not to be shared with the kitchen, etc.);
- Elevation should be such that spectators would not obstruct the view;
- Security should be available to protect commentators from the public;
- All commentary booths are to be easily accessible by technical support to assist commentators during an event.

### **4.18.6.2 Results and Lane draws**

Lane draws and results are one of the most crucial responsibilities of the media liaison officer and his/her team. The distance of the radio booths from the copy room and the number of radio commentators at the event will determine the number of media officials that have to work at the radio. When the radio booths are +-300m away and on the second floor of the stadium from the copy room at least three (3) runners must be allocated to the radio and at least three (3) media officials to assist the media liaison officer at the booths. The principle to go by to determine the

number of officials to be involved is to take into account that the stream of results may never be disrupted or stop because of runners getting tired or not enough to keep the process running (Fourie, 2012[c]). The other aspect to take into account is to serve the radio to meet their needs as indicated by the radio commentators themselves. For a well-informed report or commentary, it is of paramount importance that:

- Lane draws provided to commentators must be the most current and updated lane draws and when revised it must be clearly indicated by date and time to ensure that the radio commentators know to adjust their notes on the original. Johann Russouw, specialist announcer: Sport at the SABC (Russouw, 2010: Personal interview) had the following to say regarding lane draws: *"My most humiliating moments on air were when I discovered that I did not know the name of a participant during a race as my lane draw was incorrect. Live on air requires intensive pre-preparation and does not allow last minute corrections; it is intolerant to a "wishy-washy" identification. After all, you are the eyes and the ears for the listeners and the "picture" you are giving your listeners must be vivid and correct. One default damages the good name and integrity of a commentator who has worked for years to establish him-/her-self"*.
- Regarding results the radio commentator is often on air live, or need to pack a programme for a later cross-over. To be able to meet the deadlines, results need to be correct and detailed, providing the commentator with the full range of attempts, wind gauge readings at all the horizontal jumps and where applicable on the track. This enables the commentator to value the achievement of the athlete and to benchmark it against the national or world ranking list. The commentator could also indicate when the leader board changed and could reveal aspects such as strategy, effects of pressure, record purposes, etc. The more information available on the results, the more informed the commentary will be on air by the commentator. Radio is an "immediate" medium of broadcasting therefore communication about results of any event should reach the commentator within three (3) minutes after completion of the event. Most radio services

have extended air time available for athletics. Commentators too often find themselves in an impossible situation where they are live on air without their "*tools of the trade*". This is the opinion of the Executive Producer: Radio SABC Sport, Mr Daan van den Berg, responsible for all eleven radio stations of the SABC at an event (Van den Berg, 2006: Personal interview). Currently this is still a problem as experienced by the researcher and Johann Russouw at the 2012 USSA Athletics Championships in Johannesburg, where the event organisers did not understand how important results were and complained about the attitude of the radio commentators. They did not understand the urgency of the matter when the radio commentators where frustrated due to slow or no results at the time the commentators had to go live on air (Russouw, 2012: Personal interview).

- Media staff must be available to assist the commentator with results not received, as well with the correction of results (Musandiwa, 2006: Personal interview; Van den Berg, 2006: Personal interview; Russouw, 2006: Personal interview).
- Radio commentators cannot walk around to attend to matters such as problems with results, collecting athletes for interviews, or to have snacks or meals in another venue.

Interviews with athletes and coaches improve the quality of any commentary. A formal interview should be available at all high level meetings provided commentators have assistants to record such interviews for broadcast. Such interviews could also be linked directly to the commentators' broadcast booths from where they could tap in on the interviews and broadcast them either directly or record for later broadcast. This is clear when taking into account that the radio staff is on air and needs the assistance. The Media Liaison officer and his/her team have to do a detailed planning session regarding how they will go about attending to these needs. Each member of the team needs to know exactly what is expected from him/her. The researcher, acting as the Media Liaison Officer at international and



national events, working in conjunction with Mr Daan van den Berg, Executive Producer of SABC Sport over a period of 10 years, developed procedures and identified a job description for media liaison officers as indicated in Table 4.101 (*cf.* Tables on CD:101 & Checklist 107 on CD) to use when they have to serve as many as 11 radio stations to meet the needs of the commentators (Olivier, 2010: Personal interview; Van den Berg, 2007: Personal interview).

When a separate interview area is available, as indicated by Mr Daan van den Berg of SABC Sport, more officials will be required, taking into account that all 11 stations might not have the extra staff members to do interviews at another venue. To enable the staff of the radio stations to move freely, the security at the radio area must be tight as the equipment used are expensive.

#### **4.18.6.3 Security**

Security staff should be appointed at the entrance to the radio area and clear accreditation rules should apply to this area. Volunteers bringing the results have to be identified to gain access to the area, athletes may only enter when accompanied by a media-accredited official (Fourie, 2012[c]; Van den Berg, 2006: Personal interview).

#### **4.18.6.4 Telephone Lines**

The broadcaster is responsible for its own communication lines however the event organiser should assist such broadcaster(s) with the availability of broadcast lines through the carrier agency. The event organisers should also be available to open the venue for TELKOM to activate the lines for the broadcasters (Fourie, 2012[c]: Power point presentation; Van den Berg, 2006: Personal interview).

#### **4.18.6.5 Press Pack/ Media Kit**

A literature study meeting the criteria of the IAAF presented to the Event Management students at the Central University of Technology and personal

interviews with the SABC sport radio commentators identified the following content for the press pack/media kit as listed in Table 4.102 (*cf.* Tables on CD:102 & Checklist 108 on CD) which not only describes the content, but the detail of the content and the reason behind each item (Fourie, 2012[c]; Van den Berg, 2007: Personal interview; Russouw, 2007: Personal interview; Musandiwa, 2006: Personal interview; Glad & Roe, 2002:223).

The Press Pack/Media Kit has to be available prior to the start of the event at the accreditation table of the media. When the media register and receive their accreditation, they receive their press pack personally. Result trays at each booth will be used to add all results and information to radio station as received from the copy room.

#### **4.18.6.6 Refreshments and meals**

Being at the stadium at least two hours prior to the start of the event, radio staff could have their meal before the event during invitation meetings and during lunch time and/or dinner for the other events. If no lunch times or dinner times are scheduled with a break in the programme, meals should be served as near as possible to the radio booth or at their respective booths, and soft drinks during the event with meals and drinks in between. Beer and wine may be served with snacks after the event in a venue where the other members of the media and administrators can exchange views and ideas, and socialize.

The question on where to serve what has been put to a number of members of the media (Musandiwa, 2006: Personal interview; Van den Berg, 2006: Personal interview; Russouw, 2006: Personal interview), and their responses and information from the IAAF (Glad & Roe, 2002:223-224) may serve as a guideline for event organisers:

National Championships over a period of two (2) days: At specific scheduled times in the media room or at a venue set aside for the media if there is a break in the programme, and security is strict and sufficient at the media centre. If the media

request that meals should be served at the booth, the media liaison officer should arrange it likewise.

National Event (1 day): At specific scheduled times in the media room or at a venue set aside for the media if there is a break in the programme and security is strict and sufficient at the media centre. If the media request that meals should be served at the booth, the media liaison officer should arrange it likewise.

Invitation Meeting (1 hour-2 hours): After the event at a venue set aside for the media to interact with administrators and other guests.

To package the story for later broadcast could take time, or a last live coverage and wrap up of the event could take time, and then food that is kept separate for the media could be to the advantage of the success of the event as the media often do not get anything to eat or drink during the event, and when they finally have concluded their work and get to the venue, the food and drinks are finished.

#### **4.18.7 Broadcasting – Television**

##### **4.18.7.1 Positioning of the commentary booth for television**

Not all stadiums were built with television and radio in mind. Therefore, when planning the event the media liaison officer has to do her/his utmost for both regarding these media's requests when positioning the commentary booths. It is of paramount importance that the television booths adhere to the criteria as referred to in *cf.* 4.18.6.1 and parking space that need to be available for the television vans with entrance to the track for television staff only (Olivier, 2012: Personal interview; Laxton, 2006[a]: Personal interview).

#### **4.18.7.2 Results and lane draws**

The same standards as for radio are required for television. Although at some international events, electronic results are provided, the majority of events still make use of results on paper. Speed in distributing results is just as important as discussed in the section dealing with radio broadcasting. An electronic timing device on the track could assist with announcing unofficial times. The Media Liaison Officer needs to determine from the executive director of the television team the number of copies of result sheets that should be made available for the operation team that is stationed in the TV Vans. Table 103 (*cf.* Tables on CD: 103 & Checklist 109 on CD) lists the tasks of the officials who are tasked to serve the television crew to ensure that the event will be a success in that regard too.

Security staff should be appointed to serve at the entrance to the television area and clear accreditation rules should apply to this area. Volunteers bringing the results have to be identified to gain access to the area. Athletes may only enter when accompanied by a media-accredited official (Olivier, 2012: Personal interview; Laxton, 2006[a]: Personal interview; Fourie, 2012[e]:360).

#### **4.18.7.3 Media Kit**

The content of the media kit is the same as for radio (*cf.* Checklist 108 on CD). Television teams as a rule prefer to have their packs available to prepare at least two (2) hours prior to the start of the event or even earlier. If any changes take place after the media packs have been delivered, the information needs to be rectified and clearly the date and time of the rectification should be clearly indicated and submitted to all the sections of the television crew (Olivier, 2010: Personal interview; Laxton, 2006[b]: Personal interview; Fourie, 2012[e]:361).

#### **4.18.7.4 Refreshments and meals**

The arrangements for refreshments and meals for the television commentators are the same as for the radio crew (*cf.* 4.21.2.1.6). The television crew at the outside

vehicle does not form part of the television crew that has to be catered for, as SABC Sport and *Super Sport* (the broadcasting companies) have to take care of their outside vehicle TV crews themselves (Olivier, 2012: Personal interview; Laxton, 2006[a]: Personal interview; Fourie, 2012[e]:361).

#### **4.18.8 Written Press**

The last, but not the least is the written press. At the majority of events in South Africa, the researcher as media liaison officer or a member of the media has experienced that the written press was always last to receive the results. The researcher wrote for the *Volksblad* a leading Afrikaans newspaper, for several years. Event Managers tend to focus on the television, then the radio and only then the written press receives attention. The researcher recently learnt that at the 2012 Yellow Pages SA Junior Athletics Championships this was once again the situation (Badenhorst, 2012: Personal interview). Although they are not "*live on air*", these journalists have deadlines to meet when submitting their articles. They work under enormous stress as the leading story could change minutes before they have to meet the deadline. In their quest to be the first to break great news, they always are in a race to make the "*scoop on the front page*" (Omar, 2010: Personal interview; Jonckheere, 2006: Personal interview; Le Roux, 2006[b]: Personal interview; Cronje, 2006: Personal interview). Although many of the aspects covered in the subsection on the radio (*cf.* 9.3.2.1) and television (*cf.* 9.3.2.2), the written press also has some unique issues to be attended to.

##### **4.18.8.1 Working Station**

Enough space must be available for the reporter to place his/her computer and receive results, as well as power points for the computer or laptop, and telephone lines to be able to send emails and/or to have contact with the newsroom of the paper. Although the majority of media staff does not use an ordinary telephone to send their emails, a phone still needs to be available for their use only. Media staff or the liaison officer for media has to monitor the use of the phone as it is there for the sole purpose of media use. The researcher, as media liaison officer at several

events at all levels, has experienced the misuse of the telephone when tight security is not applied at the media venues and all and sundry use the phone. A safe media environment will allow the photographer to leave some equipment with the reporter. These needs of the media have to be attended to satisfactorily (de Swardt, 2012: Personal interview; Omar, 2010: Personal interview; Van der Walt, 2007: Personal interview; Jonckheere, 2006: Personal interview; Le Roux, 2006[b]: Personal interview).

#### 4.18.8.2 Results and lane draws

The requirements of the written press in this regard are the same as those of the radio and television reporters. Time is just as valuable to them as to radio and television staff. Complete results are of utmost importance and copies of the original results are welcomed, especially regarding matters such as wind gauge readings that define many aspects of a jump or race as it puts the event into perspective.

Gert le Roux (Le Roux, 2006[a]: Personal interview) of *News 24* and reporter of athletics on *Radio Sonder Grense* (RSG), an Afrikaans radio station of the SABC, referred to a situation at the 2005 SA Senior Athletics Championships where the winner in the women's 800m was disqualified and the second (2<sup>nd</sup>) athlete promoted to the first (1<sup>st</sup>) place. The original winner lodged an appeal and was reinstated as the winner. The press had not been informed of the revised result and eventually it led to a disciplinary hearing after the meeting. No statement was released and till to date it is not clear who was the 2005 champion. This emphasises that all revised results, clearly indicating in capital letters **REVISED**, **DATE** and **TIME** should be circulated to the media. The staff allocated to the press should also be knowledgeable and informed. Assistance to the media, indicating who has to be attended to, is indicated in Table 4.104 (*cf.* Tables on CD: 104 & Checklist 110 on CD). This is applicable to the full contingent of the media present. Table 4.104 has been put together based on the experience of the researcher who, over a period of 11 years worked as representative of radio, television and newspapers at events or as media liaison officer at national and international events, including the 2001 Universiade (World Student Games) in Beijing, China. Interviews with Christo

Olivier, Super Sport commentator (Olivier, 2012: Personal interview), Daan van den Berg of SABC Radio (Van den Berg, 2007: Personal interview) and Ian Laxton, radio commentator and TV commentator with Olympic experience (Laxton, 2006[b]: Personal interview) added to the information gained.

#### **4.18.8.3 Press Pack/ Media Kit and Refreshments /Meals**

The contents of the press pack/media kit is the same as for radio and television personnel (*cf.* 4.18.6.5 & 4.18.7.3). The refreshments and meals of the written press are to be dealt with in the same way as for radio and television commentators (*cf.* 4.18.6.6 & 4.18.7.4).

#### **4.18.8.4 Needs of the Statistician**

Statisticians are mathematicians specialising in compiling statistical data. They play an important role in sport.

##### **4.18.8.4.1 Introduction**

The South African Athletics Statisticians (SAAS) is a dedicated group of people from all over the country that gather results to enable the editor and his co-workers of the Journal (*South African Athletics Annual*) to list the top, up-to-date achievements of athletes (*cf.* 4.18.4). These are valuable documents to add to the press pack/media kit to enable the media to be informed in their reports and commentary. It also is a useful tool for announcers at events as well as for selectors.

##### **4.18.8.4.2 Working station and needs**

Mr Gert le Roux, former Editor of *SA Athletics Annual*, also known as a foremost SA Statistician emphasized the following regarding arrangements for statisticians in an interview on 25 February 2006 in Pretoria and confirmed by the new editor, Riël Hauman (Le Roux, 2006[d]: Personal interview; Hauman, 2010: Personal interview):

- Sufficient space for the statistician must be available at the press area for a laptop, a power point and a telephone as well as for reference books.
- Complete, detailed results must be made available, as more than one achievement of an athlete may be recorded in the statistics of the specific event. Results that are not complete with correct wind–gauge readings cannot be recorded.

For the sake of reliable statistics, situations where the equipment used is under suspicion should be avoided at all cost. A situation where the statistics were contaminated arose at the 2003 Engen Athletics Meeting in Durban where super times were run while a strong wind disrupted other events like the pole vault. The wind gauge reports at the sprints were declared official and dream times were recorded in the sprints. He requested event managers to assure that all batteries were loaded at all times, and all equipment used should be on standard, as statistics collected at meetings were sent overseas to be recorded on the World ranking lists (Van Wyk, 2003: Personal interview).

- All requirements as discussed for the radio, television and written press are applicable for the statisticians too.

#### **4.18.8.5 Mixed Zone**

The mixed zone is the area where the media (including the photographers) have access to the athletes as they come from the track. The mixed zone, if possible, should be located near the exit to the competition area, behind the finish line, to enable the members of the media to proceed for quick interviews (De Swardt, 2012: Personal interview; Evans, 2011[b]: Personal interview; Van den Berg, 2007: Personal interview; Organisational and Technical Handbook, 1992:14; Weiss, 1992: Personal interview).

With or without a mixed zone the media officials may request athletes to accompany them from the track or mixed zone to either the media booths for an interview or, if available, to the Press Centre where more formal interviews are conducted, and



television commentators will interview the athletes and/or their coaches. Photographers will also be allowed to take photos at a specific designated area (Van der Walt, 2007: Personal interview; Guide to the Competition, 2001:20; Organisational and Technical Handbook, 1992:14; Weiss, 1992: Personal interview).

If a Media Centre will be in use the Media Liaison Officer should appoint an experienced person and team to manage the press centre and interviews. This is to be their sole responsibility as the Media Centre has to provide for all the needs and requests from the media and ensure that the correct, full results reach each sector of the media as quickly as possible with no delays.

#### **4.18.8.6 Problems identified by the media at events**

In conclusion a few other aspects that need the attention of the event managers regarding problems that occur at events as indicated by the media have to be discussed. These are all aspects that many event managers do not understand or think of because few event managers have had the opportunity to be in the shoes of the media and have experienced the stress they work under, or have been live on air and for no reason the event is running late, or no or faulty results are handed to the commentator.

##### **4.18.8.6.1 Problems identified**

The Executive Producer of SABC Sport, Mr Daan van den Berg (Van den Berg, 2007: Personal interview) concluded our interview with the following comments that are issues to which event managers should be alerted:

##### **4.18.8.6.2 Public address system**

The volume of the Public Address System (PA) is more and more becoming a huge headache for the broadcasters. The impact it has on the broadcast production is:

- The high volume causes many commentators not to hear the crossing over from the studio.

- Commentators cannot do the necessary testing of their equipment connecting them to the studios, as the music and commentary are too loud.
- The technical producer has to turn down the sound effect microphone or has his commentator in direct competition with the PA who is lately making running commentary on events. If the technical producer turns the effects microphone down, the production mix does not carry the atmosphere and colour of the event on air.
- Interviews are almost impossible, as the commentator cannot hear him-/herself speaking.

#### **4.18.8.6.3 Slow and incomplete results**

Mr Daan van den Berg, Executive Producer, SABC Sport, during the interview (Van den Berg, 2007: Personal interview) had the following to say on the delivery of results and his statement was backed by both Mark Omar (Omar, 2010: Personal interview) and Johann Russouw (Russouw, 2010: Personal interview): "*The slow and incomplete results delivery during most of the athletics meetings at this season's events badly impacted on radio and the quality of broadcasting*". He indicated this as a serious matter that needed the direct attention of all event managers and organisers. Mark Omar (Omar, 2010: Personal interview) confirmed that this situation had not been rectified as he experienced the same problems at events in the 2010 season. This problem is still continuing as experienced at the 2012 USSA Athletics meeting in Johannesburg by the researcher, attending the meeting as radio commentator and Johan Russouw, radio commentator for *RSG Sport* on the Afrikaans radio station (Russouw, 2012: Personal interview).

#### **4.18.8.6.4 Field events**

Too many field events cannot be commented on by radio; the reason being the fact that the information boards on the field are not available at all individual events or when available, are not operated correctly and, particularly, are not facing the media area, including the commentary booths. Such a situation renders it impossible to follow what is happening on the field. Without this help from the officials on the field,

results are relegated to "*results only*" reporting. Especially results to the media without the series of throws or jumps, and where applicable, wind gauge readings cause the commentator' task to be highly frustrating and sometimes near impossible (Omar, 2010: Personal interview; Van den Berg, 2007: Personal interview).

#### **4.18.8.6.5 Accreditation**

Accreditation of media must be done prior to the event or must at the gate reserved for media to ensure that the media have an easy way of entering the stadium and do not have to pay their way into the stadium. Accreditation for the camera crew and photographers is often neglected (Omar, 2010: Personal interview; Musandiwa, 2006: Personal interview).

#### **4.18.8.6.6 Clothing of photographers and camera crew**

Photographers and the TV camera crew often report to the registration table to receive their accreditation card and clothing, only to be informed that no clothing is available for them. The following has to be available, especially when a full accreditation system applies as prescribed by the IAAF:

- Any photographer permitted access to the in-field (competition area) must wear the official on-field bib provided by the competition manager.
- The official in-field bib of the photographer may display the competition title, the name/logo of a series of competitions or series title and the competition logo, with the lettering a maximum height of four (4) cm. In addition, the name/logo of the official photographer and/or official camera or other sponsors may be displayed once on the official in-field bibs. The maximum heights of such displays will be four (4) cm.
- The official in-field bib of the TV camera crew may display the competition title, the name/logo of a series of competition or series title and the competition logo, with the lettering a maximum height of four (4)cm. No commercial advertising is allowed on the TV crew's bib (Coetzer, 2007, Personal interview; Regulations Governing Advertising and Promotional

displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005:22).

#### **4.18.8.6.7 Media Conference/Media Launch**

Major events and sponsored events often have a media conference, also known as the media launch. An LOC member must be identified to take charge of the media conference. This subcommittee in the LOC should liaise with the media liaison officer. Event Managers should be careful when planning a media launch as incorrect use of this tool can be damaging to the relationship with the media.

Table 4.105 (*cf.* Tables on CD: 105 & Checklist 111 on CD) will assist event managers to attend to the most important issues when organising a media launch and in deciding whether a launch is viable and has to be organised. A well-structured review must be conducted after the event to evaluate the media coverage, the event itself and the media launch if applicable. A SWOT analysis will be valuable to assess the liaison with media in totality and to be able to improve that in future. The LOC should listen carefully to media needs and requirements, and evaluate its own response to these.

When registration and accreditation were discussed in 4.5, the event programme was referred to as part of the content of the managers' (*cf.* 4.5.3.1) and athletes' packages (*cf.* 4.5.3.2). The event programme can be a simple one pager or a more complex programme.

### **4.19 EVENT PROGRAMME**

Compiling the event programme can be very complicated depending on the level of the event or requirements of the sponsor; however, a league meeting could have a simple workable one-page programme, indicating only the event, the event number and time of the races or events. Table 4.106 (*cf.* Tables on CD: 106 & Checklist 112 on CD) will guide the organiser in compiling a programme for a national event or any other level of event, including school events.

This checklist should be used in collaboration with the guide as given below on each section of the checklist.

#### **4.19.1 Cover page**

The content of the cover page should include the following:

- Logo of the association or federation
- Sponsor, if applicable. (If a sponsor is applicable, it is important to determine who will design the cover page and what the sponsor expects from the programme regarding their logos and messages, also determine who pays for the cover page/programme and arrange for the cover page/programme to be signed off before printing starts)
- Name of the event, e.g. SA Students' Track and Field Championships
- Date(s) of the event
- Time the event starts
- Venue where the event will take place
- At the bottom, and very important the words, 'according to the Rules of the IAAF' or 'according to the rules of ASA'. This validates the event and indicates under which organisation's rules it will take place (important for national and world record purposes).

#### **4.19.2 Message**

The messages will depend on what kind of meeting it is. Messages could come from:

- The President of the National body;
- The Chairperson/President of the Province;
- The CEO of the Sponsor;
- The Principal (school event).

### 4.19.3 Tournament Programme

When there is another programme that is followed prior to the competition, the programme may contain information such as:

13:00 – 16:00	Registration and Accreditation
16:00 – 17:00	Technical meeting
19:00 – 21:00	Clover Invitation Meeting

For a championship over more than one day, the tournament programme may look something like this:

#### **THURSDAY, 15 April 2010**

10:00 -13:00	<b>Executive Meeting:</b> <b>VENUE:</b> Room128, 1 <sup>st</sup> Floor, HPI Building NWU Pukke Sport Fields
13:00 – 16:30	<b>Registration and Accreditation of Teams:</b> <b>VENUE:</b> Room 130, 1 <sup>st</sup> Floor, HPI Building NWU Pukke Sport Fields
17:00 – 18:00	<b>Technical Meeting</b> <b>VENUE:</b> Room 229, 2 <sup>nd</sup> Floor, HPI Building NWU Pukke Sport Fields
18:00 – 19:30	<b>Annual General Meeting</b> <b>VENUE:</b> Room 229, 2 <sup>nd</sup> Floor, HPI Building NWU Pukke Sport Fields

#### **FRIDAY, 16 April 2010**

06:30	<b>USSA Athletics – 20km Race walking (Road)</b> <b>VENUE:</b> NWU Pukke Sport Fields
08:45 – 17:00	<b>USSA Track and Field Championships (Day 1)</b> <b>VENUE:</b> Puk McArthur Stadium

#### **SATURDAY, 17 APRIL 2010**

06:30	<b>USSA Athletics – 21.1 km Road Race</b>
-------	---

08:30 – 17:00

**VENUE:** Puk McArthur Stadium

**USSA Track and Field Championships (Day 2)**

**VENUE:** Puk McArthur Stadium

#### **4.19.4 Important telephone numbers**

Although a medical team is present at the event, especially when the event has a duration of more than two or more days, the programme should list the contact details of the medical team who has been informed about the event and agreed to be on standby after the event. These numbers may be those of the medical team members at the event. The following persons' contact details and names should appear in the programme:

Medical Doctor	Name	Contact details
Physiotherapist (2)	Name	Contact details
	Name	Contact details
Dentist	Name	Contact details

#### **4.19.5 Committee members**

The programme may contain one page with the names of the LOC members and the Executive of the National body.

#### **4.19.6 Technical officials (TO)**

For record purposes a complete name list of the technical officials should be included. This list must not only list the names, but the responsibility (position) of the TO too.

#### **4.19.7 Competition Rules and Notifications**

This section could cover information such as:

- General Rules – covering laws that will be followed;
- Competition Day Procedures – information regarding the call room (*cf.* 4.7);
- Custody of Clothing – ruling regarding the basket carriers at the start of the event ;
- Victory Ceremony – procedures regarding the victory ceremony (*cf.* 11)
- Markers and Starting Blocks – rules and regulations of the stadium and indicating if only stadium markers and starting blocks are allowed;
- Protest and Appeals - a complete procedure and reference to the rule in the rulebook and where the appeal forms are available (at the TIC) and the cost involved (current cost can be determined by calling ASA);
- Results of Events – identify the area where the results will be posted and where and when team managers can collect a full set of the results;
- Qualifying standards in the track events – listing how athletes will go through to the next round;
- Qualifying standards for the field events – indicating the distances and heights in each event;
- Starting heights in field events (where applicable);
- Relays – explaining the procedure and documents to submit (*cf.* Checklist 40 on CD);
- Team Sizes – Identifying the team sizes in each section if applicable;
- Entries- the rules that applied for entries, e.g. bona fide students ;
- Point scoring – if applicable – procedure how to score;
- Awards Function – when, where and costs (if applicable);
- Road Running – all the information on entries, refreshments, course distance and description, team competition, maps, start and results;
- Race walking – Course distance and description, team competition, cut-off times, maps, refreshments and results;
- Time table – a time table as discussed in the designing of the circular (*cf.* 4.4);
- List of participants – per club and per bib number identification and the official abbreviation that will be used for the club or province in the lane draws;



- Qualifying standards – if a team will be selected to represent the province or country, the qualifying standards for each event;
- Victory Ceremony Time Table – a table that lists the events and the time slot in which it will be presented in (*cf.* 11);
- Records – table with the meeting, provincial or national records;
- Assizing documentation – discussing procedures and time for submission of implements.

Source: SA Student: 2010:3; Weiss, 1992: Personal interview.

This could serve as a guideline regarding what to include in the programme to ensure that the managers and athletes are informed of the important matters that have an influence on their participation (Fourie, 2012[e]:100-125; SA Student, 2010:5-22; Weiss, 1992: Personal interview).

The type of content in the programme and the number of programmes to be printed will be determined by the money budgeted and available to print the programmes.

#### **4.20 AWARDS/VICTORY CEREMONY**

Equally important in the quest to present a successful event and important to the athletes is the awards or victory ceremony. It brings some glamour and has an element of pride and something of an occasion to the event if organised well. It acknowledges the achievements of the athletes and is an opportunity to honour previous top athletes or administrators in the sport by using them to present the medals and awards. At the 2011 SA Student Athletics Championships at Coetzenburg in Stellenbosch on 29–30 April 2011, the presence of De Villiers Lamprecht, the first South African to run a sub-four minute mile, honoured the event by visiting and presenting medals on the track where he ran this historic event. The victory ceremony therefore, must be carefully planned and conducted in a dignified manner without impeding on the competitions.

#### **4.20.1 Introduction**

Due to the importance of the ceremony and the moment of glory for the athletes, the awards ceremony has to be thoroughly planned during the planning phase. Taking into account the importance it has to the athlete, school, club, province or country, the crowd, and especially family and club members involved, this ceremony has to be arranged with great care. The ceremony might cause a disruption of the competition, which emphasises that the planning of this item should be done such as to minimise the disruption. This will balance the ceremony and competition to give it pride of place in the event. The time spent on handing over awards should be a minimum, but the awards ceremonies should not be watered down to an extent that it loses its glamour. See to it that the disruption for the media is minimised, especially when television or radio commentators cover the event live, that it suits the athletes and media, and fits well into the organisational structure of the event (Botha, 2010: Personal interview; Barra, *et al.* 2003:209; Weiss, 1992: Personal interview).

The aim of the awards committee on the LOC ought to be to organise the awards ceremony in a dignified manner, respecting the athletes, their countries', provinces', clubs' and schools' rules of protocol. The ceremonies should be balanced and kept short, but they still should be offered with the glamour they deserve (Barra, *et al.* 2003:209). The discussion of the ceremonies that follows is based on information collected from interviews, literature and the experience of the researcher who has organised victory ceremonies over a period of 35 years, as well as observations by the researcher during National and International events (Botha, 2010: Personal interview; Barra, *et al.* 2003:209; Weiss, 1992: Personal interview).

#### **4.20.2 Planning process**

The medal or awards presentation is an activity that should be planned carefully and the persons involved need training to ensure a professional ceremony. Co-ordination between the announcer and the medals table linked to the VIPs is essential, and activities should be planned and practised well to ensure that the awards ceremony is

conducted professionally and runs smoothly. To ensure that all aspects are covered in the planning of the ceremony linked to the fanfare and announcements, Table 4.107 (*cf.* Tables on CD: 107 & Checklist 113 on CD) will ensure correct, detailed preparation.

Table 4.107 (*cf.* Tables on CD: 107 & Checklist 113 on CD) should be used taking cognisance of the discussion below:

#### **4.20.3 Awards Team**

The LOC member responsible for the awards ceremony needs to co-opt a committee that will assist him/her with all that has to be planned and arranged. The people that they have to gather for the awards are:

- An Official to manage the medals at the event - 1 person;
- Officials to contact and escort the VIPs to the medal table and back - 3 persons;
- Presentation girls – 3-8 girls; (e.g. head girls of the schools participating);
- Identified VIPs – they could be the Minister of Sport, President of the Provincial Government, etc.;
- Co-ordinator of the procession;
- Co-ordinator for medals/results/VIPs/announcer/flags/music.

#### **4.20.4 Clothing**

The girls used for the presentation could be dressed in formal clothing designed for the event, or head girls of schools could be dressed in their school uniforms and blazers, or they could wear their own choice of clothing. Sashes could be part of the presentation, e.g. linked to the event or a Miss South Africa sash if she is part of the presentation party.

#### **4.20.5 Cushions**

Three cushions, large enough to carry one to four medals must be available.

#### **4.20.6 Flowers/Gifts**

A member on the committee has to take responsibility to order the flower bouquets and/or gifts that were agreed on. Three separate girls form part of the presentation party to present the flowers and gifts to the VIPs presenting the medals and or flowers.

#### **4.20.7 Medals**

A few pointers that link to point 1.9 in Table 4.107 are:

- A newly designed medal will put extra strain on the budget.
- The design for new medals must be approved;
- Determine the number of medals to be ordered. Take into account team medals and that 20% more in each category should be added to the total to cover double positions for example two silver medals in a position.
- Quotations have to be submitted.
- Determine the time schedule to plan, design, approve and have medals made and receive on time. Make provision for any delays that could occur.

#### **4.20.8 Fanfare**

Fanfares need to be lively enough to catch the audiences' attention. The fanfare has to be long enough to take the presentation to the rostrum and back. The co-ordination of the music, announcer and the medal presentation party must be synchronised. A 2-way radio system could be used to synchronise the process.

#### **4.20.9 Presentation**

The group will walk as follows:

- Presentation girl to lead the athletes in the order silver, gold, bronze;
- Girls with medals;
- Girls with flowers/gifts;

- Presentation girl to lead the VIP guests or the medal co-ordinator could be that person as well, the VIP person(s);
- Presentation takes place from 3rd to 1st position – first the medals and then the flowers/gifts;
- Returning after the presentation the party leaves the presentation area as they came onto the presentation area.

The awards ceremony procedure and announcements will be scheduled in Table 4.108 (*cf.* Tables on CD: 108 & Checklist 114 on CD).

#### **4.20.10 Rostrum**

Since the aim in the competition area is to keep it as clean as possible and taking into account the activity in the competition area it is vital to give careful thought of where the presentation area will be set up. The podium should be positioned to be highly visible, well lit and if applicable, such that the athletes can see the flags and big screen. Decorations and other enhancements that do not interfere with other aspects of the event should be set up in such a way as to create a spectacular image. If possible the area identified should be in the competition area, but not across the track.

#### **4.20.11 Prize Money**

If prize money is given a procedure needs to be determined on how the athletes will receive the money and sign for it. It is imperative that athletes sign for all money received for audit purposes. This should be clearly communicated to the athletes through documentation that could be part of the manager's package (*cf.* Table 4.19).

#### **4.20.12 Awards Ceremony Procedure**

Table 4.108 (*cf.* Tables on CD: 108 & Checklist 114 on CD) is an example to assist the announcer responsible for the awards ceremony to keep on time and be

consistent in what is said and done during the presentation. This will make it easier for the co-ordinator of the awards ceremony to co-ordinate the VIPs and the athletes.

In correspondence to the athletes and managers event organisers have to communicate it very clearly that athletes must to be dressed in their official club/ province/ national track suits. Emphasize that no athletes will receive their medals if not dressed accordingly. To assist event organisers to plan a time table for the awards ceremony, or also called the victory ceremony, Figure 4.40 (*cf.* Figures on CD: 26) serves as an example.

#### **4.20.13 Conclusion: Awards/Victory Ceremony**

The co-ordinator of the victory ceremony has to assist the event managers to keep the programme running and not allow the victory ceremony to drag the event behind time. The co-ordinator must emphasize the importance of keeping to the times as indicated on the time-table at the technical meeting. The time-table can be part of the managers' packages (*cf.* Table 4.19) to enable them to ensure that their athletes report on time.

The flag ceremony included in the victory ceremony usually takes place at major events like the Universiade or World Championships, but at several other events certain flags will be used and the event organiser must know the protocol regarding the use of flags, especially when the South African flag is used.

#### **4.21 THE USE OF THE FLAGS**

Arrangements with regard to flags have a bearing on matters such as a simple hoisting of flags according to a set protocol prior to the meeting, or more complex matters when the flag hoisting ceremony is linked to the medal presentation ceremony. The level of the event will determine if any flags need to be hoisted, and sponsors at the event might have their own flags.

Protocol needs to be adhered to when using the national flag, and at national championships, where the ASA flag is hoisted together with the national flag. The document to refer to "A guide to the correct usage of and respect for the South African National Flag" (South Africa: <http://www.southafrica.info/about/history/flagguide.htm>).

Protocol regarding the hoisting of flags, as prescribed by Athletics South Africa (ASA), requires that the ASA flag must be flown at all ASA Competitions at the official sites (including official hotels where participants are accommodated). It is also desirable that the ASA Flag be flown at all provincial athletics championships and events of associate members, for example, the USSA Athletics Championships. All flags displayed at official sites in connection with an ASA event, must be the same size (1.8 x 1.2). At all National events the National Flag is flown.

The order of flags shall be:

1. RSA
2. ASA
3. Sponsor
4. Organising member ( Province)
5. Host City.

The flying of all other flags (apart from the ones listed) will only be permitted with ASA's or where applicable, USSA Athletics' approval. Flags of ASA Provinces must be checked by the ASA Chief: Protocol before they are displayed. This applies to all ASA events (Coetzer, 2012: Personal interview). The checklist (*cf.* Tables on CD: 109 & Checklist 115 on CD) provided in Table 4.109 will ensure that attention is paid to all the relevant matters in this regard.

The event will determine which flags will be used if any. Take the following into account when you want to use flags:

- Put a request in a circular to the schools, clubs or province if you would like to use flags around the competition area or at the awards ceremony.

Clearly indicate the size of the flag, where and when they must submit the flag and when they may collect it again after the event.

- If a sponsor is present, the sponsor's flags have to be used according to the protocol guidelines for using the national flag.
- If there will be an opening and closing ceremony with teams that enter the competition area with a march-in and the national flag is used, the protocol for using the national flag for these purposes must be followed.

## **4.22 JURY OF APPEAL AND SELECTORS**

On the road to the podium things can go wrong for an athlete (disqualification of an athlete dragging his/her leg over the hurdle, errors by technical officials on results) but any athlete has a right to lodge a verbal protest. If the outcome is not to the athlete's satisfaction, the athlete may complete an appeal form and pay an amount (verify current amount to be paid prior to the event at the ASA office) to lodge an appeal. A jury of appeal must be appointed for all events; this is also called the appeal board.

### **4.22.1 Jury of Appeal**

All events require the services of a jury of appeal (IAAF Rule 119). The number of people in the jury of appeal may vary between 3-5 persons. The appeal board must comprise qualified referees. In an instance where the appeal relates to the Race Walking event, a member of the race walking technical officials has to be co-opted for the specific appeal. Where there is a conflict of interests, such a member will be asked to leave and the board may co-opt another person (Competition Rules 2010–2011:114). In the planning process the appeal board members' needs should be considered.

### **4.22.2 Selectors**

Selectors are competition specific. Whether selectors will play a role usually will be indicated in the name of the event and type of event that has to be organised. It is



essential to do the planning in this respect according to Table 4.110 (*cf.* Tables on CD: 110 & Checklist 116 on CD) to ensure that nothing is forgotten.

In Table 4.110 (*cf.* Tables on CD: 110 & Checklist 116 on CD), point 1.5 refers to results. All the results of the event must be made available to the selectors. In the results team a volunteer or two have to be assigned to the selectors. In the planning phase it will become clear whether selectors will be used at the specific event.

Venues could be a problem at the stadium and therefore the Board of Appeal could make use of the venue available for the TIC (*cf.* 4.8). If the venue has a separate room available, the key of the room should be given to the chairperson of the appeal board. The board will only use the venue when called for service.

#### **4.23 SCORING AND SEEDING**

Two groupings of people that are not always utilised at an event are the groups responsible for the scoring if the event hosts a team competition, and when the event computer programme is not loaded a group to seed the next rounds. Both these groups need highly qualified people that work with the greatest accuracy.

##### **4.23.1 Scoring**

Scoring only takes place when a team competition is part of the programme, or where the best athletes are announced. Therefore, organisers often forget to attend to scoring, as it does not form part of all events. If it does, a few matters need to be attended to and these are addressed in Table 4.111 (*cf.* Tables on CD: 111 & Checklist 117 on CD).

Although the official computer programme keeps record of the team competitions, event managers should always have a benchmark in place as this could become a very contentious issue. Prior to the event an excel sheet should be prepared with all the teams entered and the formula read in to calculate the points as identified by the event organisers. To ensure a correct total, it is advisable to have two teams

entering the scores totally independent from each other. During a two-day event, the team managers should be called together at the beginning of day two so that the team scores can be shared with them as a quality control measure. A second control session could be at lunch time on day two (Botha, 2010: Personal interview, Fourie, 2012[e]:109).

The announcement of the best athletes should be the responsibility of a separate team of a minimum of three qualified persons (preferably statisticians with a coaching background). Prior to the event the tables that will be used must be finalised and either the computer programme must be loaded, or the applicable score sheets should be made available to these officials. A volunteer must be appointed to take responsibility for these results to enable the officials to keep track of the achievements for these awards (Preller, 2010: Personal interview; Boukes & Fourie, 2004:45;).

#### **4.23.2 Seeding**

Seeding, where applicable at an event, including the first seeding of the first races or rounds, is commonly done by means of a computer programme according to the Rules on Seeding, IAAF Rule 166, set out in the IAAF Competition Rules (IAAF Competition Rules, 2010-2011:148-152). Seeding has to be done on official draw sheets of the event. When a computer programme is not available, the seeding must be done manually by qualified referees of track and field events according to IAAF Rule 166.

Event Managers should take the following into consideration when organising this aspect of the event:

- Draw sheets.
- Current IAAF Rule book.
- Make sure that results will be sent to the venue.
- A venue with a computer set up with a printer.
- Security at the venue.
- A runner to take the new draws to the copy room.

(IAAF Competition Rules 2010-2011:148-152; Boukes & Fourie, 2004, updated 2012[e]:121).

To assist track and field event organisers, the checklist in Table 4.112 (*cf.* Tables on CD:112 & Checklist 118 on CD) covers everything to be done to ensure that the seeding happens according to the IAAF and ASA Rules as stipulated in IAAF Rule 166 as indicated above. It is advisable that the most current rules on seeding be discussed at the technical meeting to enable the managers to be on the same page as the computer and the most common rules. This will minimise appeals and protests.

Especially when seeding is done by hand (manually), the team has to work in a separate room where they will not be disturbed. They need to receive the results as a matter of urgency. The information on the next rounds' seeding has to be placed on the notice boards for the athletes well in advance to enable athletes to have enough time to prepare and warm up. A volunteer or two have to be appointed to serve the seeding team with results. Making the results available to the seeding team should be executed with high priority status to enable the technical officials to complete the seeding on time (Fourie, 2012[e]:201; Badenhorst, 2007: Personal interview).

#### **4.24 DIGNITARIES AND GUESTS OF HONOUR**

The last group of people that deserves to be mentioned are the guests of honour and other dignitaries involved in the event, as they are indirectly involved in the success of the event. The level of the event will determine the level of dignitaries and guests of honour that will be present. The higher the status of guests that will attend the more complex the protocol will become.

The guests of honour could include the President of South Africa, Minister of Sport, members of the National government, of provincial government and of local government, the President of Athletics South Africa, former Springbok/SA athletes,

and the sponsors, to name a few. The dignitaries and guests of honour form an integral part of the meeting as they could become part of the victory/awards presentation ceremony (cf.11). The higher the level of the meeting, the higher the level of dignitaries, the more complex the situation regarding dignitaries becomes and the bigger the role protocol will play in the planning and management of the event. This is a key issue, especially when Government is involved and, for example, the Minister of Sport (National) wants to attend the meeting. In such cases, safety and security need to be stepped up and become an integral part of the protocol. The persons assigned to protocol must liaise with the Minister's office or the office of the provincial government if representatives of the provincial government are involved, regarding the standard of protocol that should be followed. If a sponsor is involved, their guests and top management could form part of the guests of honour and special care is appropriate. Table 4.113 (cf. Tables on CD: 113 & Checklist 119 on CD) will guide the LOC member on what to attend to regarding the honorary guests, and Table 4.114 (cf. Tables on CD: 114 & Checklist 120 on CD) will assist with guidelines regarding the protocol steps.

The LOC member and his/her team responsible for the guests of honour have to appoint a person that will focus on the high profile guests and take special steps to ensure that everybody abides by protocol. This member will attend risk management meetings, and will form part of the risk management team. A member from the SAPS or SA Defence Force could be a valuable person to have in this subcommittee or even chair this committee. Among others, the subcommittee should abide by the protocol regarding safety and risk management, and ensure that the criteria set out in the Safety at Sports and Recreational Events Act, No 2 of 2010 (Act, No 2 of 2010:30-31) adhered to.

Protocol covers areas such as:

- Procedures – parking, escorting, safety and security;
- Symbols (flags and anthems);
- Written and verbal forms of address;
- Seating arrangements;
- Ceremonial procedures – e.g. victory ceremony;

- Guidelines for hospitality;
- Order of teams entering the stadium (if applicable);
- Cultural tradition;
- Cultural etiquette;
- Use of alcohol
- Any other aspect as advised by the Minister's office, or the office of the specific dignitary,

(Botha, H, 2007: Personal interview; Badmin, Coombs & Rayner, 1992:125-126).

The honorary guests and protocol attached to these guests could be a costly exercise. During the planning phase the budget for the honorary guests and all matters regarding them must be determined and planning should be done according to the approved budget. Food and drinks usually account for the greater part of the budget, therefore the content and sequence of providing food and drinks have to be carefully planned and executed.

#### **4.25 CATERING AT THE EVENT**

The nature of the catering at an event will depend on the duration and the level of the meeting, as well as the number of people that will need meals and refreshments. The duration of the event will also play a major role when deciding on when and what to serve. The catering can be divided into five categories, namely for VIPs, media, technical officials, support services, volunteers and spectators. To assist the organiser in attending to the catering needs at the event, Table 4.115 (*cf.* Tables on CD: 115 & Checklist 121 on CD) will be useful to plan in detail for the VIPs, media, technical officials, support services and volunteers.

Track and field event organisers must take note that liquor should not be served to technical officials during lunch time or dinner if the competition is to continue after the specific meal. No volunteers, usually children, should have access to liquor. The media prefer soft drinks during the event and will appreciate liquor after they have submitted their contributions to their offices or concluded their live coverage of the event. If the stadium where the event will take place has no fixed tenders for the

refreshment stalls for the public and athletes, tenders should be asked for refreshment stalls. No liquor stalls are allowed at track and field events. If the programme will not allow the technical officials, especially the starters group and the call room officials, to attend the served meal it needs to be taken to them. The technical officials during a day event must have access to water in the competition area (Coetzer, 2012: Personal interview; Adams, 2007: Personal interview; Van den Berg, 2007: Personal interview, Badenhorst, 2007: Personal interview).

The spectators' needs should be attended to by contracting vendors or the vendors attached to the stadium. The LOC member on the committee has to make sure that the vendors adhere to the safety and security regulations as well as the health regulations, which are stipulated the Safety at Sport and Recreational Events Act, 2010 (Act, No 2 of 2010: 28-29).

#### **4.26 THE FINANCES AND BUDGET OF THE EVENT**

Throughout all the checklists covered up to now there are items that refer to finances and the budget. No event can be organised without a clear and thorough planning of the finances involved. It is essential that the finances of the event be handled with thorough planning, great care, and above any criticism.

##### **4.26.1 Introduction**

Careful budgeting is essential for any event to run smoothly to have credibility. The process of budgeting will be a true test of whether the planned event will actually meet the set objectives. Budgeting is built on the pillars of careful, detailed planning. The budget represents an action plan that each event manager must carefully develop as this is the financial plan for the event and the axis around which an event evolves. Budget preparation is probably the most challenging task for the LOC and specifically the treasurer and his/her team. The adage of '*No money, no fun*', is very true in its applicability to events. It therefore, must be given careful attention right from the beginning, starting from the planning phase. No financial activity may start before the budget has not been approved. The budget has a direct influence on the planning process that lies ahead. It is important to consider equity and fairness

when distributing finances with the main focus on the items that affect the participation of the athletes regarding the safety and security of the equipment and all the activities in the competition area and the warm-up area and all that leads to the actual competition. Nice-to-have items must be cut to the minimum when finances have to be cut. The money available must be managed with care. A few principles are applicable when budgeting, namely:

- Know your event;
- Know the purpose of the event;
- Know the precise activity to be carried out;
- Know the estimated cost of each activity;
- Know the benefit from each activity;
- Know the income of each activity (if any);
- Identify the necessity of the activity, for example, in catering: Does the food have to be shrimps or could it be lasagne?
- The place of the activity in the budget priority ranking;
- Identify '*nice to have*' and weigh these against the bare necessities that have to be there, for example, electronic timing devices;
- How the expenditure on the activity can be monitored;
- How the income will come in and how certain it is.

Fourie, 2012[e]:200-210; Botha, 2011: Personal interview; Solomon, 2002:17; Watt, 1998: 44–45).

Answering the W-questions will assist in and guide the budgeting process.

#### **4.26.2 Prepare a budget**

Step one in the process will be to gather all the financial requests from the members of the LOC for their areas of responsibility. Bigger items, for example catering, should be submitted and discussed according to at least three (3) quotations. When thinking budget, detail thinking has to go into this. General items like the day to day paper, printing, ink, telephone costs, envelopes, stamps, etc. cost money and should form part of the budget and not come from an office budget. The treasurer will then

be able to compile the budget based on this limited information and assumptions. On the other hand if there is an existing budget, that can be used as the ground document to benchmark the requests from the LOC members to finalise the budget. The event budget is the most important tool you will use to manage the financial discussions within the holistic management of the event. A comparison of the previous year and the current year will also be useful in the planning process (Botha, 2010: Personal interview; Boukes & Fourie, 2004:70; Tarlow, 2002:121; American Sport Education Program, 1996:4).

The budget must make provision for two categories, namely one for the income from and one for expenses for the event. Separate these income estimates into two categories, namely committed funds and potential funds. Committed funds are those you know will be available for the event – certain funds, for example funds allocated to a budget by the school for the event, registration fees and a fixed sponsorship. Potential funds might be a possible sponsorship, admission fees, donations and fundraising (Botha, 2010: Personal interview; Boukes & Fourie, 2004:70; Tarlow, 2002:121; American Sport Education Program, 1996:4).

Step two will be to enter the expenses for presenting the event and calculating the differences between the anticipated income and expenses. Compare the committed funds to the vital aspects of the competition expenses and to the 'nice-to-have' items. It is important to identify what is a prerequisite for the success of the event and what are 'nice to have's' (Botha, 2010: Personal interview; American Sport Education Program, 1996:4).

Table 4.116 (*cf.* Tables on CD: 116 & Checklist 122 on CD) is an example of a Financial Planning Form, Table 4.117 (*cf.* Tables on CD: 117 & Checklist 123 on CD) depicts an example of a budget including a sponsor, and Table 4.118 (*cf.* Tables on CD: 118 & Checklist 124 on CD) an example of a budget excluding a sponsor, relying on the fixed registration fee of the athletes entering.

The committed funds should be compared to the expenses and if there is a shortfall of funds, the potential funds should be added and then the status can be assessed.



If there still is a deficit on the funds, plans will have to be made for how to overcome the lack of sufficient funds. The other option is to cut the expenses, starting with the 'nice to haves'. It is important that after the budget has been compiled, each of the activities be weighed against the necessity for the event. Questions that could be asked include: Do the VIP guests need to have refreshments on a continuous basis or could costs be cut by serving snacks at specific times? Can we cut on the serving of liquor, which is a costly item on the budget? An estimate should be made regarding the possible income from the ticket sales (Botha, 2011: Personal interview; Solomon, 2002:18-19). It is extremely important to review the budget on a continuous basis as the accurate information on income and expenses become available. However, to stay within the parameters of the approved budget is essential (Badenhorst, 2007: Personal interview; American Sport Education Program, 1996:56).

#### **4.26.3 Managing the budget**

During the planning phase and after the budget has been approved, the procedures on how payments will be done have to be decided and mapped out for all to abide by. Payments will relate to invoices for budgeted items only and all claims for expenses should be accompanied by receipts or other written documentation. A procedure for considering and approving non-budgeted payment requests should be established during the planning phase and be strictly followed. Members of the LOC that do not abide by the financial process agreed upon in the planning phase, will not be refunded, or will have to pay in the amount not approved, or when paperwork cannot back up certain expenses (Botha, 2010: Personal interview; Barra, *et al.* 2003:139).

In Table 4.119 (*cf.* Tables on CD: 119 & Checklist 125 on CD) tools are provided for the treasurer to manage the budgeting process to the advantage of the event. It has built-in quality assurance measures to assist the treasurer to safely manage the finances of the event as discussed in 4.33. A petty cash voucher could also be a useful tool the treasurer or financial manager could use to monitor the petty cash

flow of the event. Figure 4.41 (*cf.* Figures on CD: 27) is an example that could be used.

#### **4.26.4 Monitoring the budget**

It is important to review and revise the budget on a regular basis. At each of the report-back meetings the point on finances should be a fixed point on the agenda to allow the treasurer to report on the status of the budget as the implementation of all activities will allow the treasurer to adapt the budget with more accurate figures and report on the financial status. This will allow the treasurer and chairperson of the LOC to monitor the budget and steer the event into the direction of a viable, successful event (Botha, 2010: Personal interview; Barra, *et al.* 2003:139).

#### **4.26.5 Conclusion: Finances and budget**

Finally, the treasurer and his/her team have to settle all payments of accounts and compile a final statement of the event. To enable the treasurer to complete the financial statements, he/she should determine a closing date for submission of all documents and payment related issues. The financial statements have to serve at the debriefing meeting and the first executive meeting. Although the financial statements of the event will serve in the holistic statements of the association it is wise to have each event's statements audited - then only a sound debriefing of the event may take place (Botha, H, 2010: Personal interview; Fourie, 2012[e]:90; Barra, *et al.* 2003:139).

### **4.27 CLOSEDOWN AND DEBRIEFING OF THE EVENT**

*"Shut down: It's not over when it is over"*

Source: Catherwood and Van Kirk, 1992:183.

When the last athlete has crossed the finish line, the last jump has been jumped and the last throw has been thrown the event is not over yet. Although, for most people the event is over when the athletes have left, the media have packed their bags and

VIPs are having their last drink. This is when the third pillar of organising a successful event comes into play, namely the close down and debriefing of the event.

#### **4.27.1 Closedown**

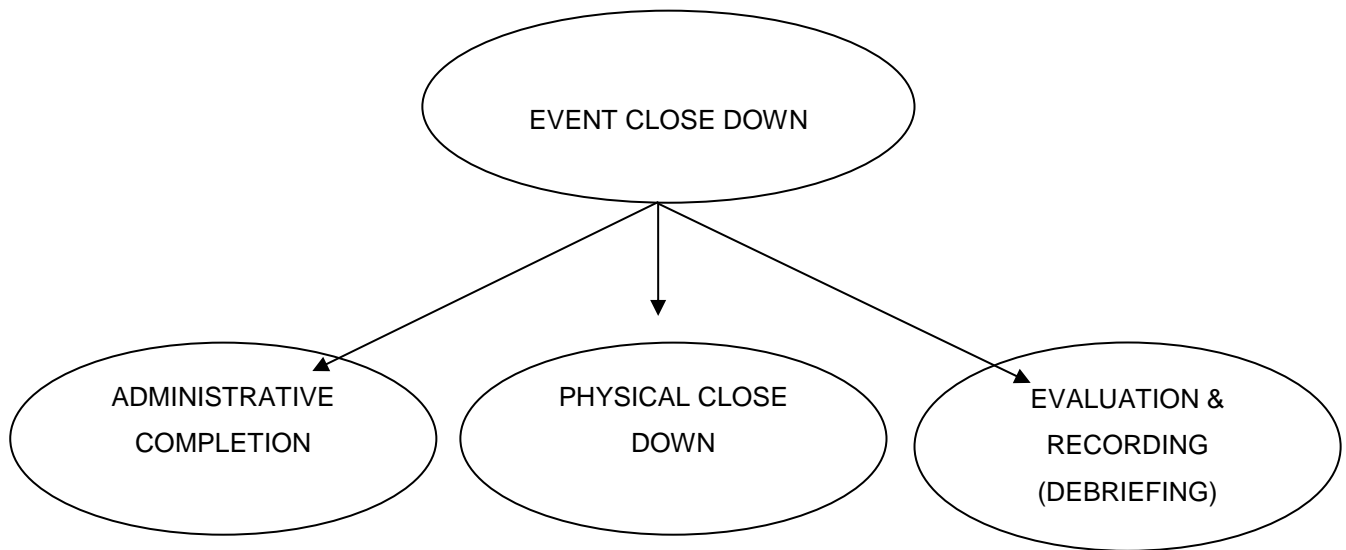
The closedown of an event should be approached in much the same way as it has been set up.

##### **4.27.1.1 Introduction**

Detail planning went into the event; prior to the event, same detail planning has to go into the closing down and debriefing of the event. The third pillar in the total framework needs to be planned in detail during the planning phase to enable all members to apply at this point of the event. Shone and Parry (2001:256) recalls an approach and lesson often quoted by mountain climbers: *"most accidents don't happen on the way up, they happen on the way down"*.

An event cannot be said to be successful until the last account has been paid, the last piece of equipment is back in the storeroom and the debriefing is done. Only then the event is over and can it be classified as successful. Figure 4.42 indicates the final steps that should be followed to come to the point of declaring the event successful. The following processes need to be completed.

**Figure 4.42: Final phase of event management**



Source: Shone & Parry, 2001:257.

#### **4.27.1.2 Physical Close down**

The most obvious activities in this phase are the physical ones. These take place immediately after each event has been completed and the final activities have been completed. The competition area must be kept as clean as possible during the event. This indicates a two stage closedown of the competition area regarding the equipment.

Although the technical team is responsible and accountable for all the equipment to prepare for the competition and for the return of all equipment once the event is over, the chief judge and his/her technical officials under supervision of the referee should take responsibility for their events to close down. The IAAF clearly states the task of the technical officials as discussed under the responsibilities of each technical official regarding his/her event (*cf.* 4.10). The technical team has to sign back all equipment and report any damages or losses on the official form (*cf.* Figure 4.10 on CD: 10).

All equipment that went out to the competition area or warm-up area has been signed out and now must be signed back on return. Event organisers could use the adapted form depicted in Figure 4.9 to sign the equipment out when taken to the competition area or warm-up area and to sign it back on return. Figure 4.43 (*cf.* Figures on CD: 43 & Checklist 87 on CD) is an example of such an adapted form that could be used.

Each convener of activities that took place other than the activities in the competition area needs to be cleaned and reported as to the content of the room. This includes the copy room, TIC, seeding room, doping room, electronic timing, VIP area, Media area(s) call room(s), warming-up area and all other identified areas used during the event. After all conveners or chief judges are satisfied that all is done and signed off a form of completion is signed and submitted to the TIC. Figure 4.44 (*cf.* Figures on CD: 44 & Checklist 88 on CD) can be used as designed by the researcher.

After the event has been concluded, all forms completed by the technical officials regarding reporting *problems during the event* (*cf.* Figure 4.10 on CD: 10) have to be handed in at the TIC. These forms should be in duplicate to enable each chief judge or convener of an event to include these remarks in their report for the debriefing meeting. The person responsible for all the extras at the event, for example, should have planned the clearing of the equipment on a schedule to ensure on arrival that the respective companies will have access to their equipment at the stadium. The person responsible for security must be informed as well, as the security has to be active until all equipment has been removed. In the planning phase the details of the closing down and who will be involved should be clearly identified so that all involved know what is expected from them and to ensure that they are informed and have access to all the required documentation. Not only the task should be considered carefully, but the equipment that will be required to do the job should be considered and taken into account too. To have adequate numbers of people available to assist with the closing down of the event is crucial and should be considered carefully during the planning process (Fourie, 2012[e]:36-48; Solomon, 2002:178-179; Shone & Parry, 2001: 258; Thoma & Chalip, 1996:116-117).

Although overtime will have to be paid, a cleaning service for the ablution areas, pavilion and in and around the stadium has to be hired. This has to be done even if no event will take place at the venue or adjacent to the venue the next day. After 1992 tourism to South Africa has become a major attraction and therefore South Africa has to be kept clean and tidy, especially our sport venues as South Africa has international venues that attract visitors. The executive mayor of Bloemfontein, Mr Thabo Manyoni at an announcement regarding the upgrading of the tennis courts in the Mangaung region, emphasised the value an outstanding, high profile sport stadium has in attracting national and international events to a city. This could boost the economy of the region and turn a city into a sport tourism city with clean stadiums and high profile events (Gericke, 2012:1).

#### **4.27.1.3 Administrative completion**

Administration completion entails wrapping up all administrative issues regarding contract acquittal, dealing with outstanding bills and completing the accounts. To enable the treasurer to finalise a full financial report all outstanding documentation has to be submitted and moneys paid. The final accounting may include comparing actual financial cost against an original or revised budget; preparing tailored reports for various parties (i.e. sponsor); tax returns, and an audit of the financial statements (Botha, 2011: Personal interview).

The final financial statements will indicate the financial picture of the event and will make it possible for the treasurer to assess the costs of the event in a SWOT analysis (Shone & Parry, 2001:262; Thoma & Chalip, 1996:118). Another key area that needs to be concluded is the media liaison. A final press/media release should be provided to those media identified prior to the event that requested either a final press release and/or the final results of the event. All thank you notes and other paperwork related to the event must be completed to wrap up the event. The final document that is to be compiled is the final report on the event. The report must be based on each area of responsibility according to the checklists used in the planning and application phase. This final report, however, can only be written after a

thorough debriefing of the event and the reports from each responsible person have been discussed.

#### **4.27.2 Debriefing of the event**

The last aspect to attend to in the closing down of the event is the debriefing as referred to in Figure 4.41 to enable the organising secretary to compile the final report to be approved by the LOC and at the next executive meeting. Only then the degree of success can be determined and can the LOC claim a successful event.

##### **4.27.2.1 Introduction**

The debriefing meeting should take place as soon as possible after the event and should be scheduled during the planning phase. The agenda for the meeting will be the same as the agenda the chairperson of the LOC used to monitor all aspects of the event. Reports (written) on all aspects of the event have to be submitted to the secretary at the meeting. The purpose of the debriefing meeting is to evaluate and write reports, and assess the reports on each aspect of the event. The literature supports this view and states that the event organiser and the members of the LOC will then be able to assess and examine the presentation of the event against the purpose, aim and objectives identified in the initial planning phase, asking the 10 W-questions in the strategy. The assessment must be benchmarked against the purpose of the event, aims of the event, objectives set for the event and the needs of the athletes and coaches. All reports, even if it is a zero report have to be on the agenda to be discussed (Fourie, 2012[e]:36-48; Shone & Parry, 2001:262-272; Allen, 2000:235-238; Richards, 1992:61-62).

##### **4.27.2.2 Purpose of evaluation and debriefing**

The purpose of the evaluation of an event is to be able to improve on it for the future. This improvement can be looked at in several ways. A SWOT analysis may be used as a tool to evaluate and open up the opportunity to identify weaknesses and

threats, and debate the issues to get answers and change weaknesses and threats into opportunities and strengths. Using a SWOT analysis may result in the following

**Table 4.120: SWOT analysis to identify opportunities for improvement**

<b>S</b>	<p>There might be activities that went well and could be strengthened more.</p> <p>There might be activities that went well in such a way that they are best left untouched (<i>if it's not broken, don't fix it</i>).</p> <p>All these strengths could be listed in a section under recommendations as best practices that will assist future LOCs</p>
<b>W</b>	<p>There might be activities that went wrong, that have to be sorted out. Assess down to the root of the problem and address strategies that could be used to change the weakness to an opportunity or strength.</p> <p>All these problems and new strategies could be listed in a section under recommendations as opportunities.</p>
<b>O</b>	<p>Evaluate the new opportunities at the event and plot the outcomes in the SWOT Analysis.</p> <p>All these new opportunities could be listed in a section under recommendations as new challenges.</p>
<b>T</b>	<p>Identify the threats that could or did jeopardise the success of the event. Discuss and get to the root of the threat and come up with new strategies.</p> <p>All these new strategies could be listed under recommendations as new strategies or lessons learnt.</p>

Source: Fourie, 2012[e]:36-48; Shone & Parry, 2001:263.

The outcomes of the SWOT analysis/evaluation may result in identifying a need to organise a workshop before the next event to iron out all the problems, seeking solutions and identifying opportunities to raise the organisation and event management standards aimed at meeting the needs of the athletes.

Other sources of information that may come in useful in a more detailed evaluation and SWOT analysis are summarised in Figure 4.44 (*cf.* Figures on CD). If the information as summarised in Figure 4.44 (*cf.* Figures on CD) will form part of the evaluation, it must be planned for during the planning phase to enable the subcommittee in the LOC responsible for the debriefing to prepare the paperwork attached to the assessment and plan the procedure that will be followed to gather the information from these different areas. They have to determine which of the



existing forms need to be submitted to the TIC and which are new forms that still must be designed.

Once the sources of information and written reports have been collected, the evaluation can be done by plotting it in a SWOT analysis as referred to in Figure 4.44 (*cf.* Figures on CD). After this has been completed, a final written report can be compiled by the chairperson of the local organising committee and the secretary. This document will form the foundation on which the next LOC can build the new planning process for the next event. Jerry Solomon (2002:178) said: "*You may think that you will never forget a single detail from your event, but believe me, you will.*" This is still valid in the year 2013.

It is clear that a thorough debriefing and evaluation can add value to the next event and can assure that the event organisers meet the standards to address the needs of the athletes and the coaches. Ekkart Arbeit, during the Athletics South Africa (ASA) National Coaches Symposium held in Bloemfontein on 9 October 2004, emphatically stated that the scientific preparation of athletes narrowly links to the planning of events. Kaai Preller, at the Board Meeting of Athletics South Africa held on 18 September 2005 referred to events in his report as convener of the Elite Coaches Committee of ASA when he said: "*The sequence of events, referring to competitions, the standards of the competitions, the planning of competitions and the role that the coaches have to play in the planning process plays a key role in the preparation of athletes on all levels. Therefore, event managers should take hands with the coaches and athletes to meet their dreams and goals by organising events that adhere to the standards of the IAAF and ASA*". In a radio interview with Kaai Preller on 12 February 2007, he reiterated the value of evaluating and debriefing meetings to enable event organisers to improve on the standard of events presented as athletes that have entered the senior level of competition require a specifically designed set of events to enable them to develop into elite athletes (Fourie, 2007: Radio interview with Kaai Preller). As a result the purpose of the event must be clearly articulated, and the objectives clearly identified and evaluated after each event. No event can just take place as a routine exercise, it has to be assessed against goals and objectives set when determining the purpose of the event.

The LOC, however, needs to agree on the terms of reference and framework in which the valuation will take place. Only then members of the LOC will buy into the evaluation concept and understand the value of the exercise, understanding that it will add value to the holistic picture which includes the success of the athlete.

The value that a debriefing and assessment of an event could have is summarised in Figure 4.45 (*cf.* Figures on CD)

In the introduction to this chapter, Table 4.1 illustrated an assessment of the USSA Athletics Championships of 16-17 April 2010 in Potchefstroom after day one where, as indicated in Figure 4.45 problems were identified, the problems were evaluated and strategies were put in place to solve the problems and the satisfaction levels were increased. This undeniably confirms the value of assessing the event throughout the day and debriefing at certain points during the event and then ultimately after the conclusion of the event.

#### **4.27.2.3 Conclusion: Evaluation and debriefing**

Debriefing and the evaluation of the event could take up more valuable time of an already exhausted LOC. Making this final effort, however, in the long run will prove to be time well spent and worthwhile. Event closedown, evaluation and debriefing are one of those aspects of event management which receives insufficient attention. The temptation to pack up and leave as soon as possible could be a recipe for disaster or at least accidents as Shone and Parry (2001:256) observed referring to the mountaineer's approach: "*Accidents don't happen on the way up, but on the way down*".

#### **4.28 SUMMARY AND CONCLUSION**

Stemming from Chapter 4 it is clear that a successful event is built on a sound foundation consisting of three pillars, namely the planning pillar, the application phase and concluding with the closing down and debriefing of the event. The

checklists described in Chapter 3 and made available on compact disk, (CD) clearly identify the complexity of a track and field event.

The manual that has been developed (Chapter 4) takes the event organiser step by step through the complex procedures required to organise an event using the tools developed in the format of Tables, Checklists and Figures that may be utilised and adapted according to the level of the event to be organised. The Tables, Checklists and Figures are arranged on a compact disk and categorised to assist event organisers at schools, clubs, provincial federations or the national association that have to organise events on different levels.

The CD is user friendly and will allow users to click on an event at a certain level and the checklists will be available. Then per category checklists will also be available to add, for example, if the checklist on dignitaries is not activated in the bundle of the event level that has been selected, the event organiser will be able to add the dignitaries checklist.

The challenge of organising a successful event is to understand the purpose of the event and to successfully integrate the event management principles and obtaining clear answers to the 10 W-questions. Knowing what is to be organised, and having formulated the objectives, the actual detail planning can start. The level of the event to be organised, as identified in the W-questions will lead to the questions, "*Who will lead?*" and "*Who by?*" referring to the chairperson of the local organising committee (LOC) and the members of the LOC.

Taking cognisance of the complexity of an event, the event has to be broken down into the detail of each aspect that needs to be organised to enable the event organiser to attend to all aspects concerning the event, the first steps being designing a circular and entry forms to invite the athletes to the event.

The first contact with the team management and athletes is during the registration and accreditation prior to the start of the event. The manual concentrated on the procedures, documentation and implementation of the registration and accreditation

of athletes, teams and managers. Documentation has been developed to assist event organisers to streamline the process to ensure that the most up to date lane draws can be prepared for the competition.

The section on the technical preparation highlighted the core and most crucial area of preparation for a competition. The technical preparation is the core of the manual and covers preparation for each event and the role of the technical officials attached to the event in terms of preparation prior to the event, during the event and after the event. This section covers the responsibilities and job descriptions of each technical official and volunteer involved.

During the 2010 USSA Athletics Championships the Technical Manager used the Checklist on the technical preparation for the competition area per event, developed for the manual. The LOC member responsible for the technical preparation of the field events emphasised the value of the document as no aspect was left out. During this trial with the checklist at hand to prepare the field nothing was overseen and no problems were experienced, neither were there any comebacks. The environment was prepared to be conducive to achievement as five SA Student records were set up or improved, two of which were in field events, namely Sunette Viljoen's record of 61.89m in the javelin throw, and Elizna Naude's record of 58.39m in the discus throw (Omar, 2010: Personal interview; Liebenberg, 2010[b]: Personal interview).

The technical information centre was identified as the axis around which an event turns. The elucidation of duties and procedures with supporting tools in the form of checklists provided on the compact disc and supported by detailed discussions on the application of these tools as described on the CD, is discussed in detail. The importance of this section in the total framework is emphasised and includes the critical area of the success of the event, namely the results plan of the event. The administration of the event is the focus point of the staff in the TIC, including the preparation of the lane draws and files for the event.

No South African record can be verified without the testing for prohibited substances. The responsibility of the local organising committee, as prescribed by the South

African Institute for Drug Free Sport (SAIDS) and the World Anti-Doping Association has been discussed and a checklist was developed to enable the event organisers to prepare the venue as required by SAIDS.

An important area of concern for which planning is imperative, is risk management. Risk management does not only include ensuring safety and security outside or inside the stadium, focused on the spectators, but also refers to risk management in the competition area. The IAAF values risk management in the competition area very highly, and therefore the responsibility and accountability of risk management are not just that of the Technical Manager and his/her team. The referee, chief judge and the assistant judges, each of which has a specific area of responsibility as prescribed by the IAAF, play a role in risk and security management. Each event on the programme has its own areas that have been identified as risk areas that have to be cared for.

The media were identified as one of the key partners in the marketing strategy of the local organising committee that can make or break the event even if top achievements are delivered by the athletes. The way in which the results plan rolls out at the event, especially to the media, plays a key role in the quest to organise a successful event. Internationally experienced reporters and announcers in the three categories of media, namely radio, television and the written press, expressed their expectations from an event organiser and why they set the criteria. Checklists and an in-depth discussion, based on the requests from the media, have been turned into checklists which could assist the event manager and be used as a tool in the quest to meet the standards set by the media and the standards of the IAAF.

An important key aspect in hosting an event concerns the finances to stage the event. An example of a budget to which a sponsor contributes, and a budget without a contribution from a sponsor, is provided to support the detail planning around the finances. A checklist has been developed to assist in the planning of the finances to assist the treasurer in compiling the budget.

When the last athlete crosses the finish line all is not over, and the event is not finished until the last pillar in the total framework, namely the closing down of the event, has not been completed. Before a track and field meeting can be declared a success or not, all administration tasks have to be completed, including the payment of the last accounts and a thorough debriefing. Documentation to support this process has been developed to assist the detailed assessment of an event. Evaluation of all the reports will determine whether the event has been a success. Only when this process has been completed the event may be regarded and declared a success.

The complexity of track and field event management has necessitated a well-deliberated, structured checklist planning process for the different activities that should be taken care of. The manual furthermore explained the procedures and through examples emphasised the importance of what has to be done and what affects it will have on the athlete and his achievements, if neglected.

In Chapter 5 a summary of the study and the main findings are given, and recommendations are made, based on the findings.

# Chapter Five

---

## Summary of main findings and recommendations

### 5.1 INTRODUCTION

This chapter focuses on the main findings and recommendations of this study. The main findings of each chapter, as well as the implications these have for this study are addressed. This resulted in the recommendations made for this study. These recommendations are based on the findings of the literature review, the various interviews conducted in the specialised field of competencies of participants and the experiences of the researcher as seasoned event organiser in the domain of track and field sport events.

### 5.2 REVISITING THE PROBLEM STATEMENT, AIMS AND OBJECTIVES OF THE STUDY

The re-admission of South Africa into international athletics in 1992 required of track and field event managers to adhere to professional standards in order to comply with the demands of the ever-changing yet vibrant international arena and rules in the sport (*cf.* 1.1). In addition, track and field event managers in South Africa are faced with another challenge, namely complying with the new Sport Bill that was passed in Parliament in 2007 and the Safety at Sport and Recreational events Act (Act, No 2 of 2010) (*cf.* 1.1). Due to our country's history, and new demands from the international sports arena, a lack of knowledge in several areas of athletics, and specifically the event planning of track and field events, led to ineffective track and field events staged in South Africa as proved by examples discussed and referred to in Chapters 1, 2, 3 and 4.

Chapter 1 and several examples in Chapters 2, 3 and 4 reflected weaknesses in track and field event planning in South Africa. The weaknesses identified were:

- a lack of knowledge and skills to identify and apply scientific track and field event planning principles (*cf.* 1.2 & Chapters 3-4);
- a lack of knowledge of, and how to interpret and apply the four sub-systems of event planning (*cf.* 1.2 & 2.2);
- a lack of knowledge regarding track and field planning and the application of the event planning key steps in the four subsystems of event planning (*cf.* 1.2 & 2.2);
- a lack of knowledge regarding the interpretation of checklists that exist to support event planning (*cf.* 1.2 & Chapters 3-4);
- in-competence to see the overall vision of the specific track and field event to be organised (*cf.* 1.2 & 2.2);
- a lack of knowledge to apply the IAAF and ASA technical rules applicable to track and field events (*cf.* 1.2 & Chapters 3 - 4);
- a lack of knowledge to meet the criteria set out in the Safety and Recreational Events Act (Act, No 2 of 2010 & Chapter 4).

These weaknesses addressed the principal research question in Chapter 1 (*cf.* 1.2).

Stemming from the above-mentioned weaknesses, aims and objectives for event planning and management for this study were formulated, namely:

- to identify scientific event planning principles through a comprehensive literature study in the field of event management and sport event management and applied to track and field event planning (*cf.* 1.2 secondary research question 2);
- to design a comprehensive range of checklists, figures and tables that would enable the track and field event manager to do thorough pre-event planning according to the scientific planning principles identified in Chapter 2 (*cf.* 1.2 secondary research question 2 & Chapter 3);
- to design a comprehensive range of checklists, figures and tables to enable local organising committees to identify the different sections of responsibilities, putting all elements together in the quest to meet the overall vision and purpose of the track and field event (*cf.* 1.2 secondary research question 2 & Chapter 3);



- to design a comprehensive range of checklists that can be used by local organising committees as an operational document to guide them through organising events (*cf.* 1.2 secondary research questions 2 – 3);
- to enable the chairperson of the LOC to have a structured agenda to use in meetings and to assist the chairperson to exercise quality control (*cf.* 1.2 secondary research question 2-3 & Chapter 3);
- to design a comprehensive manual to explain the scientific methods to be used to apply to the checklists, figures and tables as designed and provided in Chapter 3 on CD and in Chapter 4;
- to design a total framework to enable event managers to organise a successful event (*cf.* 1.2 secondary research question 3).

### **5.3 RESEARCH METHODOLOGY**

In the quest to answer the research questions, a qualitative design was applied, supported by an interpretive approach (*cf.* 1.3). For this study the population was specialised people in different categories of track and field event management. The researcher followed a purposeful sampling method and information-rich data were obtained, because only well-informed specialised persons with knowledge and insight into the problem were used to provide opinions (*cf.* 1.3.1). This had an effect on the sample size that was relatively small in the attempt to gain information-rich responses (*cf.* 1.3.1). Several data gathering methods were used to ensure methodological triangulation. Information was gathered by means of a literature review (*cf.* Chapters 2). Qualitative stakeholder feedback was collected through purpose-specific open-ended questions. In-depth interviews (*cf.* 1.3.2.1) were conducted in the specialist field of track and field (*cf.* Chapters 1-4). Interviews had taken place over a number of years and the data collected were used by the researcher to continuously be at the forefront of event management in South African athletics (*cf.* 1.3.2.1). Participant observation was used to obtain a holistic understanding of the phenomenon under study. Thirty-five years' experience of the researcher in track and field event planning and management was applied in the study to increase the validity of the findings (*cf.* 1.3.2.2 & Chapters 1-4). All principles applied and set forth in the report were benchmarked against documented

ASA and IAAF standards and requirements (*cf.* Chapters 3 & 4). As an analytical method in qualitative research, document analysis was used to examine and interpret data in order to obtain meaning, gain understanding, and develop empirical qualitative knowledge (*cf.* 1.3.2.3).

The validity and reliability of the study were established by the interpretive approach within the qualitative method used and supported by the IAAF and ASA Rules the study had to adhere to (*cf.* 1.3.3).

## **5.4 SIGNIFICANT OUTCOMES OF THE STUDY**

The significant outcomes of this study are discussed by chapter and cross-referenced to indicate in which sub-division of the chapter each was elaborated on.

### **5.4.1 Main findings and recommendations: Chapter 2**

Chapter 2 discusses the best and most suitable framework applicable to track and field events described in literature. This framework was identified based on knowledge gained through experience and through application of principles that apply within the parameters set by the IAAF and ASA. The key issues raised in the discussion of the literature in Chapter 2 were the application of Shone and Parry's (*cf.* 2.2) practical framework, which Watt (*cf.* 2.2) translated into 14 key event planning principles, applied in this study to plan track and field events.

Although a single encompassing definition for event management could not be found in the literature, several characteristics of event management could be identified in Chapter 2. Cognisance should be taken, however, that events vary in complexity and, therefore, every event requires thorough planning. For this study track and field events were defined as the combination of competitive track and field activities contained in an athletics programme with each activity (running, jumping and throwing) leading to a specific outcome and where each has its own complex technical requirements that must be met in order to comply with IAAF and ASA

standards (*cf.* Checklist 16 & 17 on CD). These standards guarantee the validity of the event.

The preplanning framework that was constructed and the key steps it contained led to a systems approach to review the principles driving the planning and subsequently the execution of the event. The four identified subsystems, on which the framework with its 15 key steps was built (*cf.* 1.4.1), are:

- Environmental analysis (*cf.* Key Step 1: Ask the initial event questions; Key Step 2: Clarify and establish the event aims and objectives; Key Step 3: Carry out a feasibility study to evaluate the results, produce a written report, and outline briefly where necessary. The first system is the environmental analysis in which the first key step of Watt (*cf.* 2.2.1) was applied by asking the 10 W-questions as applied to track and field to clearly distinguish how the answers have an impact on each other in the different questions. Without answering these questions the second step, namely formulating objectives that acknowledge the principles applied in the SMART methodology, cannot be carried out. A Case Study of the 2007 SA Student Athletics Championships (*cf.* Table 4.12) illustrated the application of the preplanning process containing the W-questions and the objectives that have been formulated, as well as the outcome of not applying these preplanning principles.
- Considering the intricacy of branding (*cf.* Key Step 15: Consider the intricacy of the branding). Subsystem two, which concerns the branding of the event, clearly illustrates that the quality of event planning and its execution is a brand in itself. The success of a brand name, for example, the Yellow Pages Series, does not lie with the name, but within the quality of the event attached to the name. Only when a quality event has been established, the name of a sponsor could become synonymous with quality. Athletes' achievement of the likes of number one world-ranked 400 meter hurdler (2011), LJ v Zyl (Castellini, 2011:61) is a brand in itself, but once

again it could only add to the brand of the event if the event itself has a brand of quality regarding event planning and execution.

- Designing the event concept, logistics and coordination of technical aspects (cf. Key Step 4: Establish planning and implementation methodologies and draw up a time schedule; Key Step 5: Secure finance and any required approvals; Key Step 6: Launch the event into the public area; Key Step 7: Establish operating structures and recruit key personnel; Key Step 8: Carry out all necessary preplanning and establish appropriate control systems; Key Step 9: Achieve pre-event preparation through a trained, efficient workforce and a good communication system; Key Step 10: Publicise the event; Key Step 11: Complete a comprehensive last minute double-check on all arrangements; Key Step 12: Carry out the event as per plan and contingency strategy.
- Event close-down and debriefing (cf. Key Step 13: Review and evaluate the event after completion and finalise accounts; Key Step 14: Prepare a detailed report for appropriate personnel and future use.

The core planning system that forms the foundation for planning and organising a successful event is found in the third subsystem (cf. 2.2.3; sub-system 3). Within this system the concept and logistics are formulated and all technical aspects are coordinated. Track and field being a highly technical event emphasises the value of this sub-system.

First one has to establish "What?" has to be organised before the "Who will lead?" and "Who by?" can be identified. Once the key persons have been identified, they can engage in the planning of the event by asking the W-questions and formulating the event objectives. This will allow the committee to identify specialists that should come on board once the complexity of the event unfolds. Once the objectives have been clarified, the feasibility of the objectives can be established by posing the "Where?" question to determine how feasible it is for the event to be held at a specific venue. Before an event can be planned, one has to determine whether the "Where?", that is, the stadium and track, meets IAAF and ASA standards regarding

the equipment for the "What?", that is, the kind of event, and the "Who for?", that is, the level of athletes. Once the complexity of the event is known, one has to ask whether the "Who leads?" and "Who by?" are equipped to plan and organise at that specific level and whether more specialised persons need to assist in the quest for organising a successful, vibrant and pulsating event that will be presented in a safe and secure environment, that is conducive to top achievements (*cf.* 2.2).

In this chapter the planning and the implementation of the planning principles and methodology that form the foundation for the event, were emphasised (*cf.* 2.2.3.2; Step 4). Here the specifics of the event will come forward that need to be in place and activated to ensure a successful event. Applying the SWOT analysis in this phase is crucial, as the further planning and the success of the event evolve around the outcome of the SWOT analysis. This also emphasises that the 4 sub-systems and the 15 key steps are integrated and cannot stand alone.

Before any further planning and organisation can take place, the finances required must be determined, as well as who will bear the costs (*cf.* 2.2.3.4; Step 5). Clear answers need to be given to the question "What will it cost?" and "Who will pay?" In the course of the study it was also established that in some instances the "What will it cost?" is not as important as the need for competition for the athletes, which weighs much more than the cost of the event. Another aspect that is vital regarding the finances of the event, once the budget has been ratified, is monitoring the finances and closing the account after the debriefing to establish the outcome of what has been planned in terms of the financial aspects of the event.

Steps six and ten have a bearing on two important aspects of the event planning stage, namely marketing and publicity. Three phases were identified and discussed, and the complexity of each of these phases, as determined by the kind of event that is being organised, became clear. A core issue emphasised during interviews with representatives of different kinds of media, was the time constraints experienced by all the media during events. It was also emphasised that there never should be any discrimination in serving the media with results. The results system should enable all media representatives to meet their respective deadlines.

If the operating structure and the key personnel are not cautiously put in place, as discussed in the environmental analysis of the event planning phase (*cf.* 2.2.3.5 & 2.2.3), it will be almost impossible to stage a successful event, as the skills, competency and knowledge regarding track and field event planning are directly linked to the complexity of the event. Staging a successful event, starts with identifying a competent leader and then bringing on board specifically qualified and skilled people.

The LOC should strive to deliver quality work that complies with the standards of the IAAF, ASA, and the Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010), and it should have the ability to adapt to new circumstances, be loyal to the purpose of the event and abide by the principles of event management in its attempt to deliver a technically excellent meeting, as discussed in Chapter 3 and 4 (*cf.* Checklists, Tables & Figures on CD). Together with the LOC, the technical officials form the core component in ensuring the success of an event. Examples discussed in Chapters 3 and 4 (*cf.* Checklists, Tables and Figures on CD) emphasised the importance of the role of the technical officials in the success of a track and field event.

Objectives that are formulated in the preplanning phase have to meet the criterion of being measurable (*cf.* Step 2). Activating a control system (*cf.* 2.2.3.6) will enable the track and field event manager and the LOC to monitor the achievement of the objectives. A monitoring system also will allow track and field managers to identify problem areas which will enable the member responsible to take corrective action. The primary purpose of a controlling or monitoring system is to ensure that all activities are carried out in a way that will ensure that the objectives formulated are achieved within the stated time schedule and satisfy all the required standards. Control is linked to and will only be accomplished fully with the closing down of the event and the debriefing meeting (*cf.* 2.2.4). Good communication is valued highly by the IAAF, as emphasised (*cf.* 2.2.3.7; Step 9), as being critical in the monitoring process, in collecting feedback and in keeping the organising team informed. An important aspect of communication is always to keep in mind whether the spoken

word or written communication is understood as intended by the person from whom it has originated. The best channel of communication in track and field event planning is through the LOC meetings. One of the basic principles in event planning to abide by is to document all communication. This way the leader can apply control and monitor the process. The Case Study of the 2007 USSA Athletics Championships clearly showed what a lack of communication caused at the event (*cf.* Table 4:12). The importance of communication to the public as described in the section of the media and media releases is emphasised in the Safety at Sports and Recreational Events Act. Communication as described in this Act emphasises communication that was described in the Safety and Risk Management of the event. Event Organisers need to refer to this Act regarding communication and apply it to all planning areas, also during and after the event (Act, No 2 of 2010:31-34).

Even when all possible measures have been taken to ensure that thorough planning has been done, a comprehensive last minute double check is of great value in the planning of an event (*cf.* 2.3.1; Step 11). The IAAF emphasises that this should be done as a last minute double check as this has unlimited value for the technical team that has to ensure that all the equipment has been tested and adheres to IAAF standards – particularly when it is only a day from the start of the event. Examples discussed in Chapters 2, 3 and 4 clearly indicate the problems that arise when the last minute double check has not been done.

Even thorough comprehensive double checks a day prior to the event will not necessarily safeguard track and field event managers against the unforeseen; therefore, a contingency strategy (*cf.* 2.2.3.10; Step 12) needs to be formulated during the pre-planning phase in order to ensure that a Plan B is in place for any situation that might occur that has not been planned for.

During the preplanning phase objectives are formulated and a vision and purpose for the event should be clearly identified. To establish whether and to what extent the objectives have been achieved and, if not fully achieved, what has stood in the way of achieving them, the event planning should be wound up with a debriefing meeting as soon as possible after the conclusion of the event. The value of a debriefing

meeting is found not only in measuring the success of the event, but also in the contribution it can make by identifying shortcomings and emphasising the strengths in the event planning process. This information then becomes a useful tool for the first steps in organising another event. As some time might elapse before the pre-planning starts for a subsequent event, the findings of the debriefing meeting should be documented in a comprehensive written report (*cf.* 2.2.4; Step 14).

To assist the track and field event manager in meeting the criteria and applying all track and field event planning principles, Chapter 3 dealt with the design of checklists that will guide the track and field event manager in his/her endeavours to ensure compliance with all the requirements of event planning for track and field events.

#### **5.4.2 Main findings and recommendations: Chapter 3**

Chapter 2 clearly pointed out that the more complex the track and field event becomes, the more specialised its organisation and management become. The event organiser, therefore, needs an instrument, for example a checklist, tables and/or figures to guide the planning process and the management of the event to ensure adherence to IAAF and ASA standards and rules.

In this chapter the researcher applied the knowledge gained through the literature review (*cf.* Chapter 2) with regard to the design of preplanning checklists that may assist the track and field event manager in ensuring that all the principles identified in the preplanning phase are implemented. A total of 125 checklists, 119 tables, and 46 figures have been developed on CD and several incorporated in Chapter 4. These checklists, tables and figures are based on the findings of the literature review, existing checklists, the conclusions drawn after interviews with specialists in the different areas covered in the checklists, and the experience of the researcher in this field of organisation (*cf.* 1.4.1). The checklists cover the detailed context of a track and field event. These checklists need to be benchmarked against the most current IAAF and ASA rulebook and regulations and the most current Safety at Sport and Recreational Events Act (Act, No 2 of 2010), and applied.



Shone and Parry (2001:100) and Watt (1998:4) also view debriefing as an often neglected activity, despite the fact that it has the potential to round off the event management cycle by contributing to organisational learning, which in turn strengthens the foundation for future event planning (Fourie, 2012[e]:34-46). This was also confirmed by James Evans during an interview with the chairperson of ASA in the discussion on the lack of skills regarding event management that exists in the provinces of ASA (Evans, 2011[b]: Personal interview).

#### **5.4.3 Main findings and recommendations: Chapter 4**

The more complex the event, the more complex the organisation of a track and field event becomes. However, the nature of a track and field event, irrespective of the level, renders it a complex event to organise. Chapters 1 and 2 identified a lack of knowledge amongst specifically the track and field event managers, and therefore this chapter has been developed as a manual to assist the event manager at school, tertiary, provincial and national level to be able to use the checklists, tables and figures (*cf.* Chapter 3 on CD) directly linked to Chapter 4 to understand what to do and why and how to apply in the quest to organise a successful event, while meeting the standards of the IAAF and ASA.

The need for such a manual is evident from Chapter 4 (*cf.* 1.4.1 & 4.1) with real life examples of incidents that occurred over a period of time where sound planning principles were not applied at events and the application of the checklists were not done according to the needs of, for example, the media.

A checklist for adhering to the 15 Key steps in event planning was discussed and linked to the checklists, tables and figures on CD. The first step referring to the initial questions to ask was discussed as the 10 W-questions (*cf.* Checklist 2 on CD). It is clear that the 10 questions interlink with each other. The answer of the one question has an impact on the other, for example the "What?" to organise can become more complex as soon as the "Who for?" is answered and that has an impact on the "Where?" question, when also looking at the event list of what is to be organised. These Questions are discussed according to a Table which identify the specific

questions to ask within each Question, what to consider and the implication regarding the answer.

The LOC alluded to aspects regarding the "Who by?" in Table 4.9 to take into account when establishing the LOC. The Table identified:

"What?", "What to consider?", and "Comments to take into account".

Table 4.9 refers to the strategy the LOC has to follow. Tables 4.8 and 4.11 will assist in establishing the LOC and completing the planning of the event (*cf.* Checklist 3 on CD). A Case Study, Table 4:12, is an example of an actual event assessed according to the W–strategy, the objectives and outcomes.

Sometimes the LOC will also be responsible for the entries to the event. The entries were discussed and the importance of what the content of the entry form should entail was emphasised. Reasons were given for why certain aspects need to be addressed. Entries were discussed in terms of:

- Designing Entry Forms

Figures 4.2 and 4.3 (*cf.* Figures on CD: 2&3) are discussed according to each item on the specific checklist explaining the value and use it has for the LOC and how to use it.

- Characteristics of the Entry Form

Table 4.15 (*cf.* Tables on CD: 15) was developed to discuss the process and needs to be taken into account when designing the entry form.

- Entries by hand

The simplest method for dealing with entries is where competitors sign up on the start line or at the field event. This method is used at minor smaller events where athlete numbers are small.

- Full entry process

If a full process is used, a number of steps need to be followed and tasks carried out. Table 4.16 (*cf.* Tables on CD: 16) will assist the LOC to follow the process.

Organisers of events responsible for sending out the entry forms will use a circular to invite schools, clubs, etc.

- Designing a Circular

Figure 4.4 (*cf.* Figures on CD: 4) will assist the LOC in writing the circular, attending to all that needs to be addressed in such a circular. Examples of documentation attached to the circular are identified, developed and available as identified in Chapter 4 on Tables, Figures and Checklist and referred to in the text.

- Registration and Accreditation

The planning of the registration and accreditation processes is important as these are the first contact that the athletes and the management will have with the event organisers. This will put the athlete and the management team at ease regarding the quality event they can expect. The accreditation system, if utilised, needs to be planned in detail and applied as it could be a costly exercise and has no use if not applied to the full extent.

The main purpose of an accreditation system is to regulate the access to certain areas. The media and public, for example, must be kept out of the warming-up area to enable the athletes to prepare without any disturbance. Table 4.18 (*cf.* Tables on CD: 18) will assist the event organiser to attend to the core issues regarding accreditation. Accreditation is also directly linked to the risk-management and security of the event.

- Athletes' and managers' packages

The documentation that the athletes and managers need to receive is compiled during the accreditation and registration process. The detailed planning of this process is important as all errors that could have been made will be resolved during the registration process to allow the event organisers to start the meeting with errors no or as few errors as possible. Tables 4.19 and 4.20 (*cf.* Tables on CD: 19 & 20; Checklists 8 & 9 on CD) will assist the event organisers in preparing the necessary documentation for the registration process and to prepare the packages for the managers and athletes.

- Technical preparation

The core activity to follow is the technical preparation of the track and the field competition area. The preparation of the technical side of the event is crucial and imperative as the safety of the athletes is also at stake. The aim should be to prepare an environment conducive to top achievements.

Checklist 14 on the CD has been designed to assist in the technical preparation of the track. It is, however, imperative to assess the venue and equipment. The value in starting early with the preparation is that it allows enough time to assess all the equipment, assess the track, to purchase or repair equipment, and to hire equipment where the purchase of equipment is not possible.

The technical preparations that should be done for an event are clearly outlined in the Rulebook of the IAAF. Supporting documentation, like the Regulations Governing Advertising and Promotional Displays at Competitions held under the IAAF, the IAAF Basic Organisational Manual and the supportive technical documentation discussed in Chapter 4 with supportive checklists, tables and figures will assist the Technical staff to prepare for the competition and warming-up areas (Regulations, 13 August 2005; Glad & Roe, 2002).

The job descriptions of all the responsible people to attend to the different areas are discussed with supportive documentation. Responsible people, areas and jobs attended to are:

- Job description and responsibility of the Technical Manager
  - Support Staff to be on standby or available on site
  - Volunteers
  - Outside equipment and rooms for the event
  - Preparation of the competition area and pre-meeting inspection
  - Advertising material
  - Responsibilities during the event
  - Clearing the competition after the event
  - Preparing the warming-up area
  - Location of the warming-up area
  - Criteria for the warming-up area
  - Access to the warming-up area
  - Alternatives
  - Call Room at the entrance to the competition area and at the warming-up area, and the technical checklist and preparation
  - Confiscation system
  - Technical Information Centre as the hub of all activities during the event
- 
- Results plan

The results plan is the following crucial area of the event. This was discussed with suggestions and documentation designed to ensure that the results reach all the areas. This discussion opened up the critical areas of concern by the media and documentation was designed as referred to in Chapter 4 and on checklists on the CD to assist the event organisers to ensure the correct number of results, and results with wind gauge readings where applicable, as well as complete sequences, for example, at the Triple Jump are distributed to the media.

- Key staff

Key staff at a Track and Field event is the Competition Manager and the Meeting Manager. Getting together a team of core personnel for a track and field event starts with appointments in the above-mentioned two posts. They need to be experienced and have a sound technical knowledge. The role of the Competition Director is focused on the technical planning and organisation of the competition in collaboration with the Technical Delegates. The Meeting Manager, on the other hand, oversees the execution of the meeting, keeping it on time and overseeing that all competitions are completed under the correct rules. Therefore the Competition Director and the Meeting Manager need to cooperate and work together. Other core persons identified and discussed were the Technical Manager, Competition Secretary and the Announcer, Scoreboard Manager, Awards Ceremony Manager, Chief Marshall and Technical Officials.

- Technical Officials

The technical officials form the backbone of the official's corps to assist the Meeting Director with the recording of the track achievements and the field achievements of the athletes. The technical official is the key to success by ensuring a safe, technically well-prepared environment for the athletes in which to participate. The different track officials and field officials were discussed under the following headings:

Track: Each portfolio in terms of a job description, instructions, duties during the competition and duties after the competition and the appointment of officials. Field: The same was done regarding the field officials. Technical officiating: An area that was clearly pointed out as a possible weak spot in several media releases is poor officiating at events, indicating that training and re-training of technical officials should be a high priority.

The Ellis Park incident of 12 April 2001 once again put the focus on the significance of a well-structured and planned risk management strategy. It became clear that risk

management is not just to avoid accidents but a holistic programme that analyses risk, identifies where and why injuries or accidents might occur, and to be proactive in what to do in specific circumstances (Horine & Stotlar, 2004:185). Supportive documentation was designed to assist the event managers when attending to this critical area of the event. Included in the discussions in Chapter 4 are the General Risk Assessment of each event and the responsibility of the technical official, the technical manager and the event organisers.

- Medical services

Of all the different services for the spectators and the athletes the most essential one is undoubtedly the medical care available to the athletes, officials and spectators. A complete medical and emergency strategy was formulated with supportive documentation on CD.

- Marketing

Marketing of the event was attended to regarding a marketing strategy mainly through the media. The media furthermore was discussed in terms of the positioning of the media (their seating), results and lane draws to media, security, needs, press kit, refreshments and meals.

- o Problems identified by the Media
- o A complete section covered the problems identified by the media at events that covered:
  - o Public address system
  - o Slow and incomplete results
  - o Information boards at field events
  - o Accreditation
  - o Attire for the Camera crew and Photographers.

- Event programme

The event programme can be very complicated depending on the level of the event or requirements of the sponsor. Table 4.106 and Checklist 112 on CD will assist the event organiser to put together a programme that suits the level of event to be organised.

- Award Ceremony

As indicated in Chapter 1, the award ceremony was restricted to the track and discussed regarding the planning process, the team, the clothing, cushions, flowers, medals, fanfare, presentation, rostrum and prize money. Supportive documentation was developed to support the planning process and execution.

- Jury of Appeal

All events require the services of a jury of Appeal as requested by the IAAF under IAAF Rule 119. Table 4.110 on CD and Checklist 116 on CD will assist in preparing the room for the Jury of Appeal and all that need to be arranged for them.

- Seeding and Scoring

Although many events use the Time Tronic system that attends to the Scoring and Seeding a back-up system needs to be in place. Tables 4.111 and 4.112 on CD and Checklist 117 and 118 on CD will assist to have everything in place if this area of responsibility needs to be activated due to for example a power failure.

- Dignitaries and Guest on honour

Dignitaries and guests of honour could be the President of South Africa, Minister of Sport or former Springbok athletes or the sponsor. They form an integral part of the meeting as they become part of the victory presentation ceremony. The higher the



level of the meeting, the bigger the role protocol plays in the planning and management of the event.

Table 4.113 on CD and Checklist 119 on CD will guide the event manager in what to attend to regarding the honorary guests, and Table 4.114 on CD and Checklist 120 on CD attend to the protocol guidelines that apply.

- Catering

The nature of the catering at the event will depend on the duration and the level of the meeting, as well as the number of people that will need meals and refreshments. Certain groups, for example the technical officials and volunteers, should not have access to liquor. To guide the event manager in attending to the catering Table 4.115 on CD and Checklist 121 on the CD will be indispensable.

- Finances and the Budget of the event

Careful budgeting is essential for any event to work well and for it to have credibility. Budgeting is built on pillars of careful, detailed planning. Therefore no financial activity can take place before the budget has not been approved. Thorough planning needs to go into preparing the budget. Examples of a budget with a sponsor and without a sponsor are available on CD, namely Tables 4.117 (*cf.* Checklist 123 on CD); Table 4.118 (*cf.* Checklist 124 on CD), as well as a financial planning form, Table 4.116 on CD (*cf.* Checklist 122 on CD). Step one in the process is to gather the financial requests from the members of the LOC for their area of responsibility. After the approval of the budget the managing of the budget becomes crucial. Supportive documentation is provided on CD to assist the treasurer. The task of the treasurer is not only to manage the budget, but to apply a monitoring system to enable him/her to steer the event into the direction of a viable, successful event (Botha, 2010: Personal interview; Barra, et al. 2003:139).

The most difficult task after the event is to finalise the outstanding payments and to balance the books. Although the financial statement of the event will serve in the holistic statements of the association, it is wise to have each event's statements audited - only then a sound debriefing of the event can take place (Botha, 2010: Personal interview; Fourie, 2012[e]:90; Barra *et al.* 2003:139).

- Closedown and debriefing of the event

An event cannot be described as successful until the event closedown in its three phases has been completed, namely administrative completion, physical closedown and the evaluation and recording of good and bad practices, discussed in a thorough debriefing session.

## **5.5 RECOMMENDATIONS AND CONCLUSION**

This study was aimed at finding solutions for problems experienced by track and field local organising committees in their efforts to organise events that meet the standards of the IAAF and ASA, and to ensure an environment conducive to top achievements to enable athletes to achieve their aims and prepare for participation in the international arena. Based on the findings of the study the comprehensive organisational manual was drafted as the researcher's contribution to the existing body of knowledge, but over and above that the following recommendations are made to LOCs of track and field events:

- Apply the operational preplanning framework as referred to in Chapter 2;
- use the checklists described in Chapters 3 and 4 to apply the 15 key steps within the parameters of the four subsystems indicated and described in Chapters 2;
- ask the initial event questions formulated as the 10 W-questions and formulate SMART objectives for the answers to these questions (*cf.* Chapter 2);
- determine a clear timeframe for meeting the objectives;
- document all progress made in the planning and organisation process;

- do a comprehensive double check a day before the event;
- have contingency strategies available;
- document the positive and negative aspects and occurrences, and solutions found for problems experienced throughout the event;
- ensure detailed debriefing and closing-down procedures; and
- most important of all, schedule a debriefing meeting and record all communications in a full report.

This study emphasised the value of the pre-planning phase of the event, and the application of the pre-planning actions in using the checklists that have been compiled and described in Chapters 3 and 4. In Chapters 1, 2 and 3, track and field event managers' inability to interpret the existing checklist was illustrated through examples. This unfortunate state of affairs may be due to checklists currently available in the system lacking detail and specific aspects required to meet the criteria of the IAAF and ASA.

Therefore in Chapter 4 an organisational manual was developed that refers directly to the applicable figures, tables and checklists. The manual explains what needs to be done, the why and how substantiated by examples from real life situations experienced by the researcher in the industry and the experience of the media and event organisers, technical officials, coaches and athletes at events at different levels in South Africa. The standards and criteria and Competitions Rules of The IAAF and ASA formed the parameters within which the manual was compiled to ensure the validity of the manual. Where applicable reference was made to the Safety at Sports and Recreational Events Act, 2010 (Act, No 2 of 2010) that event organisers must refer to and apply according to the level and risk level of the event.

The newly developed aspects within the framework were piloted at different levels of complexity during track and field events in South Africa. The complete study (the findings reported here) formed the basic document that could be used by lecturers in event management at higher education institutions to train students in basic event management principles. Thus the results of the study will be reflected in the efficient and effective planning and organisation of track and field events in South Africa.

The complete study could be used as a useful tool in developing and educating people in Africa and South Africa in any sporting code interested in event management. This education programme will uplift the standards of event management in any sporting code from grass root level to prestigious international meetings, for example the World Junior Athletics Meeting.

In reflecting on whether the study has achieved the aims and objectives outlined in Chapter 1, the researcher is of the opinion that she has indeed achieved these objectives. The findings of this research, supplemented by on-going research to stay on the forefront in the field, will render a comprehensive framework for planning and organising a track and field event and contribute to the improvement of the overall quality of track and field events in South Africa and other African countries.

The researcher intends to publish her work in the format of an e-book that may be updated as the standards and criteria change in this vibrant environment. This will enable the staff at schools involved in event management, event managers at federations and on national level to use an interactive e-book and communicate with the researcher on problems experienced and/or share good practices to update the e-book to stay on the forefront. Event managers in other sporting codes will also find such an e-book useful regarding the generic aspects of event management, adapting the technical checklists to their sporting code, but applying the same principles of thinking.

To enable the framework to work, attention will have to be given to the following by ASA, the Federations in the provinces, the USSA and the school structures:

- Upgrade the development and standard of the technical officials to abide by and understand the Competition Rules of the IAAF and ASA and what is expected from them as described in Chapter 4;
- establish a structure in South Africa for the Technical Officials that will allow junior technical officials to have senior, experienced technical officials to look up to but also learn from them;

- technical officials should have compulsory courses to attend and workshops after the season to iron out problems experienced through the season. This should be compulsory to keep the validity of his/her qualification;
- technical Officials should renew their qualification every 3 years;
- as a prerequisite, referees should qualify for a Level 3 Sport Trauma qualification, or at least a Level 3 First Aid;
- Chief official should pitch at Level 2 First Aid and the technical official at Level 1 First Aid;
- Sport Managers should qualify at Level 3 First Aid and Sport Trauma;
- Event Managers should implement Figure 4.38, Medical Form (in duplicate). The athlete could submit it to his/her physician for further treatment and the 2nd form must be kept by the Event Manager for possible legal actions and/or further research;
- Event Managers, executive committees of the Federations, Event managers at schools and the Education Department, and Event Managers in the USSA Structure, especially those event managers that will be involved in the Varsity Cup structure should attend an annual event management course to understand and apply the complete event management framework as discussed in this study;
- Learning Units should be developed to enable event managers to qualify as Level 1, Level 2 and Level 3 event managers, linked to the level and complexity of the event;
- Team Managers of the different structures in ASA, USSA and the schools need to attend an annual workshop to understand the infrastructure of an event and identify and understand their contribution to organising a successful event (*cf.*1.4.2).

A well-planned track and field event, based on event planning and management principles, is an amazing experience when top achievements by athletes complete the event and a thorough debriefing is done.

*"Once you get to the actual event it's a pretty amazing process to watch. All the hard work you've put into planning the event goes into action, when it's a success, it's beautiful".*

*(Krafft, 1998:46)*

## LIST OF SOURCES

### ABSA Series

2002. Media Checklist. Bloemfontein: ASA document.

### ACCREDITATION CARD

1998. 9th African Zone VI CUCSA Games. Johannesburg: CUCSA.

### ACCREDITATION CARD

1999. XX Universiade Palma 99. Palma de Mallorca: FISU.

### ACCREDITATION CARD

2001. 21st Universiade. Beijing, China: FISU.

### ACT NO 2 of 2010

2010. Safety at Sport and Recreational Events Act (Act, No 2 of 2010).

### ACT NO 57 of 2002

2002. Disaster Management Act (Act, No 57 of 2002).

### ADAMS, ROGER

2007. Former Chairperson SASSU Athletics. *Personal interview*: 20 April, Durban.

### ADLER, P.A. & ADLER, P.

2002. The reluctant respondent. In: J.F. Gubrium & J.A. Holstein (Eds.). *Handbook of interview research: Context and method*. Thousand Oaks, CA: Sage.

### ALEGI, P.

2004. Like Crows to a Dip: The 2001 Ellis Park Stadium Disaster in South Africa. *Soccer and Society*, 5(2):233-247.

ALLEN, J.

2000. *Event Planning*. New York: Wiley.

AMERICAN COLLEGE OF SPORT MEDICINE

1992. *ACSM's health/fitness facility standards and guidelines*. Champaign, IL: Human Kinetics.

AMERICAN SPORT EDUCATION PROGRAM

1996. *Event Management for Sport Directors*. American Sport Education Program. Human Kinetics, USA.

AMMON, R.J.R., SOUTHALL, R. & BLAIR, D.A.

2005. *Sport Facility Management: Organizing Events and Mitigating Risks Fitness*. USA: Information Technology, Inc. Morgantown.

ARBEIT, EKKART

2004. International coach of several Olympic gold medallists and scientific advisor ASA. Personal interview: 9 October, Bloemfontein.

ASA MINIMUM STANDARDS OF EVENTS MEDICAL CONTROL

2008. Volume 1: 2008: 2-4. Johannesburg: ASA Publication.

ASA – THE ASA TECHNICAL MANUAL

2002. *The ASA Technical Manual for Officials*. Johannesburg: ASA Publication.

ASA CHECKLIST

2004. *Safety and Security risk profile for track and field events*. Johannesburg: ASA Publication.

ASA

1988. *Draft Media Guidelines: ASA ABSA Series*. Johannesburg: ASA Publication.



## ASA CHECKLIST

2006. Technical requirements for ASA track and field events. Johannesburg: ASA Publication.

## ASA

2006. Pre Competition Checklist. Johannesburg: ASA Publication.

## ASA

2002. The ASA Technical Manual for Officials (Version one). Johannesburg: ASA Publication.

## ASA

2003. Personal Detail (Document). Johannesburg: ASA Publication.

## ASA

2002. ASA Handbook, Johannesburg: ASA Publication.

## ATHLETICS OFFICIATING

1986. A practical guide, SAAAU Publication, Pretoria.

## BABBIE, E.

2007. The practice of social research. Belmont: Wadsworth.

## BADENHORST, HUGO

2007. SASSU Athletics Track and Field commission convener. *Personal interview*: 20 April, Durban.

## BADENHORST, JOHAN

2012. Personal interview: 11 April, Bloemfontein.

## BADMIN, P, COOMBS, M & RAYNER, G.

1992. Leisure Operational Management. Volume 1: *Facilities* (2nd Edition). Longman Group UK Ltd.

BALFOUR, N.

2002. Address by the Minister of Sport and Recreation, at the South African Sports Conference held on 15 and 16 August, Port Elizabeth.

BARRA, L., DICK, J, DE CARLOS, J.L., LISTER, J., LUFFT, T., PILNY, K. & WIRZ, H.

2003. European Athletics Association: *Organisational Manual*. Darmstadt: Druckerei Ph. Reinheimer GmbH.

BBC ON THIS DAY

1984: *Zola Budd in race trip controversy*. Downloaded from [http://news.bbc.co.uk/onthisday/hi/dates/stories/11/newsid\\_3561000/3561846](http://news.bbc.co.uk/onthisday/hi/dates/stories/11/newsid_3561000/3561846) (1984: Zola Budd in race trip controversy:1) on 16 March 2011.

BORCHARD, DE JONGH

2006. LJ van Zyl moet vanaand litte roer teen Bershawn Jackson. *Volksblad*, 30 May: 19.

BORCHARD, DE JONGH

2007. Newton sluk swaar aan baanbeampes se onbevoegdheid. *Volksblad*, 13 February: 18.

BOSMAN, DUITSER

2011. ASEM. *Personal Interview*: 27 September, Potchefstroom.

BOTHA, ANS

2012. Coach – Free State University. *Personal interview*: 27 – 28 April, Johannesburg.

BOTHA, H.

2007. Treasurer, USSA Athletics and middle and long distance running coach at the University of the North West, Potchefstroom. *Personal interview*: 22 June, Potchefstroom.

BOTHA, H.

2010. LOC Chairperson, USSA Athletics Championship, Treasurer, USSA Athletics. *Personal interview*: 12 March, Potchefstroom.

BOTHA, H.

2011. Treasurer and Selector, USSA Athletics. *Personal Interview*: 28 April, Stellenbosch.

BOTHA, H.

2012. Treasurer and Selector, USSA Athletics. *Personal interview*: 27 – 28 April, Johannesburg.

BOTHA, H.

2007. Superintendent SAPS. Guest lecturer: Sport Management II, Event Management facilitation session, Central University of Technology, Free State, Bloemfontein. *Personal interview*: 30 July, Bloemfontein.

BOTHA, J.P.

2007. National Coach, ASA & Starter ASA & USSA Athletics. *Personal interview*: 30 March, Durban.

BOTHA, J.P.

2010. National Coach, ASA & Starter ASA & USSA Athletics. *Personal interview*: 28 May, Bloemfontein.

BOTHA, LEON

2000. Kruger reg vir beses: Afrika-rekord met diskus. *Volksblad*, 16 September: 14.

BOTHA, RUFUS

2005. Elizna dalk die beste op SA Kampioenskap. *Volksblad*, 13 April: 13.

BOUKES, P. & FOURIE, W.

2004. Organising a major event. Notes and checklist compiled for SASSU Athletics. Pretoria: Unpublished manual developed for SASSU Athletics.

BOWEN, G.A.

2009. Document analysis as a qualitative research method. *Qualitative Research Journal* 9:27-40.

BOWKER, N. & TUFFIN, K.

2004. Using the online medium for discursive research about people with disabilities. *Social Science Computer Review* 22(2):228-241.

BRIGSS, C.

2000. Interview. *Journal of Linguistic Anthropology* 9 (1-2):137-140.

BROWN, C. HARMON & GUDJONSSON, BIRGIR (Eds.)

n.d. Competition Handbook for Track and Field Road Racing: *A Practical Guide*. Monaco: Impirmerie Multiprint, 9, av Prince Héréditaire Albert MC 98011.

BUKKARD, A.W., JOHNSON, A.J., MADSON, M.B., PRUITT, N.T.,  
CONTRERASTADYCH, D.A. & KOZLOWSKI, J.M.

2006. Supervisor cultural responsiveness and unresponsiveness in cross-cultural supervision. *Journal of Counselling Psychology* 53:288-301.

CAPE ARGUS.

2001. Soccer's day of tragedy. Cape Argus, 12 April: 17.

CAPRIELLO, A & ROTTERHAM, I.D.

2011. Building a preliminary model of Event Management for rural communities. *Journal of Hospitality Marketing & Management*, Volume. 20 Issue 3/4.

CARMOUCHE, N., NIMISH, S. & ANTHONISZ, A.

2011. Events marketing and communication strategy In Tassiopoulos, D. (Ed.). *Events Management: A developmental and managerial approach*. Claremont: Juta & Co.

CARR, E.C. & WORTH, A.

2001. The use of the telephone interview for research. *NT Research* 6:511-524.

CASTELLINI, O.

2011. 2011 IAAF World Outdoor List (updated as at 31 December 2011). *IAAF Statistics Office Publication*, Monaco.

CATHERWOOD, D.W. & VAN KIRK, R.L.

1992. *The complete guide to special event management*. New York: John Wiley & Sons.

COETZER, GERRIT

2006. IAAF and ASA Technical Delegate. *Personal interview*: 18 June, Bloemfontein.

COETZER, GERRIT

2007. IAAF and ASA Technical Delegate. *Personal interview*: 14 March, Bloemfontein.

COETZER, GERRIT

2008. IAAF and ASA Technical Delegate. *Personal interview*: 6 September, Bloemfontein.

COETZER, GERRIT

2011. ASA Technical Delegate. *Personal interview*: 18 April, Bloemfontein.

COETZER, GERRIT

2012. ASA Technical Delegate. *Personal interview*: 19 January, Bloemfontein.

COHEN, L., MANION, L. & MORRISON, K.

2005. *Research Methods in Education*. New York: Routledge Falmer.

COOPER, B., SEPOTOKELE, T. & RANTOA R.

2001. Stampede horror. *Star*, 12 April: 1-2.

CORBETTA, P.

2003. *Social Research: Theory, Methods and Techniques*. London, SAGE Publications Ltd.

CORBIN, J. & STRAUSS, A.

2008. *Basics of qualitative research: Techniques and procedures for developing grounded theory*. Thousand Oaks, CA: Sage.

CORRESPONDENT

1996. Geweld en drank ontwrig skolesport. *Beeld*, 27 February: 10.

COVEY, S. R.

1999. *First Things First*. London: Simon & Schuster.

CRONJE, DANIE

2012. Team Manager, Free State University Athletics Team. *Personal interview*: 27 – 28 April, Johannesburg.

CRONJE, SARINA

2006. Springbok athlete and coach, University of the Free State. *Personal Interview*: 22 April, Port Elizabeth.

CRONJE, SARINA

2012: Team Manager, Free State University Athletics Team. *Personal interview*. 27 – 28 April, Johannesburg.

CROWTHER, P.

2011. Marketing event outcomes: from tactical to strategic. *International Journal of event and Festival Management Vol. 2 No 1*. Emerald Group Publishing Limited.

DE SWARDT, WILHELM

2010. Ongeluk met paal terugslag. *Volksblad*, 8 March 2010:1.

DE SWARDT, WILHELM

2012. Blaps laat kampioen so byna in stof byt. *Rapport Sport 24*, 4 March: 5.

DE SWARDT, WILHELM

2012. *Personal interview*: 30 March, Germiston.

DE VILLIERS, M.R.

2005. Interpretive research models for informatics: *Action research, grounded theory and the family of design and development research*. *Alternation* 12(2):10-23.

DEWALT, K.M. & DEWALT, B.R.

2002. Participant observation: Guide for fieldworkers. Walnut Creek, CA: Alta Mira Press.

DRAFT MEDIA GUIDELINES

1988. *ASA ABSA Series*. Johannesburg, ASA Publication.

EVANS, JAMES

2011[a]. Chairperson, ASA. *Personal Interview*: 28 April 2011, Stellenbosch.

EVANS, JAMES

2011[b]. Chairperson, ASA. *Personal Interview*: 21 May 2011, Johannesburg.

EVANS, JAMES

2011[c]. Chairperson, ASA. *Personal interview*: 25 June 2011, Pretoria.

FOURIE, W.

2008. *The development of a Track and Field Event Management Framework for Local Organising Committees in South Africa*. Thesis (M Ed). Bloemfontein: Central University of Technology, Free State.

FOURIE, W.

2008[a]. *Plan to fail, fail to plan*. Paper delivered at SASReCON Conference, Port Elizabeth.

FOURIE, W.

2009. Event Management: *Planning framework for successful track and field events*. Köln, Germany: Lambert Academic Publishing AG & Co.

FOURIE, W.

2009 [a]. Live interview and phone-in programme with researcher by Johann Russouw on RSG (Afrikaans Radio Station), 14 February.

FOURIE, W.

2010. The Cinderella of track and field event management. *African Journal for Physical, Health Education, Recreation and Dance (AJPHERD December 2010 supplement)*:36-48.

FOURIE, W.

2011: USSA Athletes Survey. USSA Athletics Championship, 27 – 28 April, Stellenbosch.



FOURIE, W.

2011[a]. Event Management: The TIC at events. Power Point presentation Sport Management second year class, Central University of Technology, Free State 31 January, Bloemfontein.

FOURIE, W.

2011[b]. Event Management: The 15 Key Steps in the planning process of track and field events. Power point presentation Sport Management second year class, Central University of Technology, Free State - 7 February, Bloemfontein.

FOURIE, W.

2012[a]. Event Management: Case Study on the 2011 & 2012 USSA Track and Field Championships – Stellenbosch & Johannesburg. Power Point presentation Sport Management second year class, Central University of Technology, Free State – 30 April, Bloemfontein.

FOURIE, W.

2012[b]. Event Management: Technical preparation of events. Power Point presentation Sport Management second year class, Central University of Technology, Free State - 12 March, Bloemfontein.

FOURIEW, W.

2012[c]. Event Management: The Media at events. Power Point presentation Sport Management second year class, Central University of Technology, Free State – 11 September, Bloemfontein.

FOURIE, W.

2012[d]. Radio interview with Dr Louis Holtzhausen, on *Radio Rosestad Sport*, 22 September, Bloemfontein

FOURIE, W.

2012[e]. *Event Management II: Learner's Guide*. Learning Programme, Sport Management at the Central University of Technology, Free State Bloemfontein.

FRIED, G.

2010. *Managing Sport Facilities*. Champaign, IL: Human Kinetics.

FSA

2003. *FSA Competition Checklist*. Free State Juniors and Inter High, 7-8 March, Bloemfontein.

FSA

2005. *FSA Competition Checklist*. Free State Athletics (Absa Series), Bloemfontein.

GALANT, FAHMY

2009. Director SAIDS. *Personal interview*, 30 March, SAIDS (Drugfree Sport) Head Quarters, Newlands, Cape Town.

GERICKE, MARIETJIE

2012. Miljoene bewillig vir tennisbane in Bloemfontein. *Volksblad*, 17 April: 1.

GETZ, D.

1997. *Event Management and Event Tourism* [s.l.] Library of Congress: Cataloguing-in-Publication Data.

GLAD, B. & ROE, B.

2002. IAAF Basic Competition Organisation Manual: *A Practical Guide*. A IAAF Development Publication of the International Athletic Foundation. Monaco.

GOLDBLATT, J.J.

2002. *Special Events* (3rd Ed.). New York: John Wiley & Sons.

GOLF EVENT

2005. *The ultimate guide to Event Management*.

GOUWS, J.S.

1997. *Sport Management: Theory and Practice*. Randburg, Knowledge Resources, (Pty) Ltd.

GOVERNMENT GAZETTE

1997. Vol. 383, No. 18028, 23 May.

GRAY, D.E.

2004. *Doing research in the Real World*. London: SAGE Publication.

GUIDELINES FOR STAGING EVENTS WITHIN THE CITY OF CAPE  
TOWN

2010. *Economic & Human Development – Events Office*, Cape Town.

GUIDE TO THE COMPETITION

2001. *The 21st Universiade 2001*, Beijing China. FISU Publication.

HAUMAN, RIËL (Ed.).

2009. *NWU-Puk, South African Athletics Annual 2009*. Potchefstroom: North West University Publication.

HAUMAN, RIËL

2010. Editor, *South African Athletics Annual*. *Personal interview*: 23 April, Durban.

HATTINGH, CHRIS

2006. Board Member South African Institute for Drug-Free Sport; Member ASA Medical and Doping Commission. *Personal interview*: 2 August, Potchefstroom.

HENNING, E., VAN RENSBURG, W. & SMIT B.

2004. Finding your way in qualitative research. Pretoria: Van Schaik.

HILLER, H.H. & DILUZIO, L.

2004. The participant and the research interview: *Analysing a neglected dimension of research*. The Canadian Review of Sociology and Anthropology, 41:1 – 26.

HOLTZHAUSEN, LOUIS

2010. Board member: International Board of Sport Medicine and Programme Director, Sports Medicine at the School of Medicine, University of the Free State. *Personal interview*: 6 August, Bloemfontein.

HOLTZHAUSEN, LOUIS

2012[a]. Board member: International Board of Sport Medicine and SASCOC appointed medical doctor for the SA Team to the 2012 Olympic Games. *Personal interview*: 11 April, Bloemfontein.

HOLTZHAUSEN, LOUIS

2012[b]. Board member: International Board of Sport Medicine and SASCOC appointed medical doctor for the SA Team to the 2012 Olympic Games). *Risk Scores for Events*: (Unpublished document)

HORINE, L. & STOTLAR, D.

2004. Administration of Physical Education and Sport Programs. New York: McGraw-Hill.

HUMAN, EBEN

1993. Brits wen SA 20 Titel nadat paal breek. *Die Burger* 24 April 1993:1.

HUMAN, EBEN

2005. Mokoena se sprong nie as SA rekord erken. *Volksblad* 4 May 2005:15.

IAAF COMPETITION RULES

2010-2011. IAAF Competition Rules 2010-2011. Monaco: IAAF Publication.

IAAF HANDBOOK

2002-2003. IAAF Handbook: Rules of Athletics Competitions: Monaco: IAAF Publication.

IAAF MANUAL

2002. IAAF Member Federation Management and Administration Manual: A *Practical Guide*. Monaco: IAAF Publication.

IAAF PRACTICAL GUIDE

2007. Practical Guide. Monaco: IAAF Publication.

IAAF THE REFEREE

2010. The Referee (12th Ed.). Monaco: IAAF Publication.

JACKSON, MICHAEL

2006. Planning a Corporate Event? With only one chance to make it work, don't screw it up right from the start. *Journal of Marketing* October /November.

JAGO, L.K. & SHAW, R.N.

1998. Special events: A conceptual and development framework: *Festival Management and Event Tourism* [s.l.][s.n.].

JONCKHEERE, KARIEN

2006. Sport Journalist from The Star and Independent Newspapers. *Personal interview*: 2 February. Johannesburg.

KAWULICH, B.B.

2005. Participant Observation as a Data Collection Method. Forum: *Qualitative Social Research* 6(2): Art.43.

KENT, A. & CHELLADURIA, P.

2001. Perceived Transformational Leadership, Organizational Commitment and Citizenship Behavior: a Case Study in intercollegiate Athletics. *Journal of Sport Management* 15 (2) April:139.

KOTLER, P., SHIELDS, B. & REIN, I.

2006. Is premium branding dead? *In Brand paper: Sport branding*: 30.

KRAFFT, B.

1998. H&MM 19 October: 46.

KRANE, V., ANDERSON, M. & STEAN, W.

1997. Issues of Qualitative Research Methods and Presentation. *Journal of Sport and exercise Psychology* 19:213 – 218.

KRAUSS, E.K.

2005. Research Paradigms and Meaning Making: A Primer. *The Qualitative Report* 10(4):758 – 770.

KRUGER, FRANTZ

2000. Bronze medallist, Olympic Games. *Personal interview*: 4 November, Bloemfontein.

LAMPRECHT, DE VILLIERS

2011. Springbok athlete. *Personal interview*: 27 April, Stellenbosch.

LAXTON, IAN

2006[a]. Radio and TV Commentator, SABC at the 1996, 2000 and 2004 Olympic Games, Absa Series II Athletics meeting. *Personal interview*: 11 February, Bloemfontein.

LAXTON, IAN

2006[b]. Radio and TV Commentator, SABC at the 1996, 2000 and 2004 Olympic Games, Absa Series II Athletics meeting. *Personal interview*: 6 May, Johannesburg.

LE ROUX, GERT

2006 [a]. Sport journalist SAPA, Radio Reporter & SA Statistician. *Personal interview*: 10 February, Pretoria.

LE ROUX, GERT

2006[b]. Sport Journalist SAPA and News 24. *Personal interview*: 16 February, Pretoria.

LE ROUX, GERT

2006[c]. Radio Reporter, News 24 and Rapport Journalist. *Personal interview*: 18 February, Pretoria.

LE ROUX, GERT (Ed.).

2006 [d]. SA Athletics Annual. 25 February. Pretoria: SA Statistician Publication.

LE ROUX, GERT

2006[e]. Athletics reporter, RSG Sport, SABC. Radio report on *RSG Sportjoernaal*, 28 March, Johannesburg.

LE ROUX, GERT

2006[f]. ASA Statistician. *Telephonic conversation on 8 April with researcher regarding problems at the SA Junior Track and Field Championships 2006, Pretoria.*

LE ROUX, GERT

2007[a]. Athletics reporter RSG Sport, SABC. Radio report on *RSG Sportjoernaal*, 13 February, Johannesburg.

LE ROUX, GERT

2007[b]. Radio Reporter, News 24, SA Statistician and Rapport Journalist). *Personal interview: 25 April, Bella Bella.*

LIEBENBERG, TERSEUS

2010[a]. ASA National javelin coach and coach of World Champion and World Student Champion Marius Corbett and Sunette Viljoen, African and SA Record holder Javelin. *Personal interview: 12 March.*

LIEBENBERG, TERSEUS

2010[b]. ASA National javelin coach and coach of World Champion and World Student Champion Marius Corbett and Sunette Viljoen African and SA Record holder Javelin. *Personal interview: 18 April.*

LOMBAARD, HARRY

1991. Paalspringers kan Pilditch boikot. *Beeld*, 15 April: 14.

LOMBAARD, HARRY

1995. Blitsige Riaan Dempers van rekord in 100m beroof. *Beeld*, 28 March: 18.



LOWE, ANDRÉ

2011. *Historic- Yohan Blake is youngest 100m World champ*. The Gleaner 29 August 1-2. Downloaded from <http://Jamaica-gleaner.com/gleaner/20110829/lead/lead1.html> on 13 November.

LUSSIER, R.N. & KIMBALL, D.

2004. *Sport management: Principles, applications, skill development*. South Western Australia: A division of Thomson Learning, USA.

MADGE, C. & O'CONNOR, H.

2004. Online methods in geography educational research. *Journal of Geography in Higher Education* 28(1):143 – 152.

MATRAHAZI, I. & WILSON, D. (Eds).

2008. *IAAF Track and Field Facilities Manual*. Editions EGC, Monaco.

MATTHEWS, N.

2011. *Personal interview*: 27 July, Cape Town.

MATTHEWS, P. (Ed.).

2008. *Athletics 2008. The International Track and Field Annual*. The Association of Track and Field Statisticians. Cheltenham: Sports Books Ltd.

MAXWELL, J.C.

2011. *The 5 levels of Leadership proven steps to maximize your potential*. USA: Hachette Book Group, Inc.

McCANN, T. & CLARK, E.

2005. Using unstructured interviews with participants who have schizophrenia. *Nurse Researcher* 13(1):7–18.

McDONALD, M.

1995. *Marketing Plans*. Oxford: Butterworth Heinemann.

Mc MILLAN, J.H. & SCHUMACHER, S.

2001. *Research in education: A conceptual approach*. New York: Addison Wesley Longman, Inc.

MEYER, MARIANA

2010. Lecturer, Sport Science and Long Jump Coach, North Link College, Tygerberg. *Personal interview*: 17 April, Potchefstroom.

MEYER, MARIANA

2011[a]. Convener, USSA Athletics, Track and Field Commission. *Personal interview*: 17 March, Cape Town.

MEYER, MARIANA

2011[b]. Convener, USSA Athletics, Track and Field Commission. *Personal interview*: 27 April, Stellenbosch.

MILLS, G.E.

2003. *Action Research: A guide for the teacher researcher*. Upper Saddle River, NJ: Merrill/Prentice Hall.

MÜLLER, H. & MOESCH, C.

2011. Infrastructure repercussions of mega sports events: The relevance of demarcation procedures for impact calculations, evaluated using the case of UEFA Europe 2008. *Tourism Review* 65(1):37-56.

MULLIN, B.J., HARDY, S. & SUTTON, W.A.

2000. *Sport Marketing (2nd Ed.)*. Champaign, IL: Human Kinetics.

MULROONEY, A. & FARMER, P.

1998. *Risk Management in public assembly facilities*. Durhan, NC: Carolina Academic Press.

MUSANDIWA, HYSON

2006. Sport Producer, SABC. *Personal interview*: 16 February, Johannesburg.

NEWMAN, W.

2011. *Project debriefing*. Retrieved on 3 October from <http://salesdoctors.com/longterm/6debrief.htm>.

NEWS 24.

2007. Parliament passes Sport Bill 16-05 2007. Retrieved on 18 August from [http://www.news24.com/News24vs/comments/Generic/News24v2\\_\\_Print\\_\\_PopUp](http://www.news24.com/News24vs/comments/Generic/News24v2__Print__PopUp) –

NGOEPE, B.M. (Judge President)

2002. Final Report. Commission of inquiry into the Ellis Park stadium soccer disaster of 11 April 2001. Retrieved on 16 August 2011 from <http://www.info.gov.za/view/DownloadFileAction?id=70241>

O'BRIEN, D.B. & OVERBY, J.O.

1997. *Legal aspects on Sport Entrepreneurship*. Morgantown: Fitness Information Technology, Inc.

OLIVIER, CHRISTO

2010. Radio and Television Commentator- Super Sport. *Personal interview*: 7 September 2010, Bloemfontein.

OLIVIER, CHRISTO

2012. Radio and Television Commentator- Super Sport. *Personal interview*: 13 February 2012, Lindsay Saker CUT Stadium, Bloemfontein.

OMAR, MARK

2010. Journalist for the IAAF and own website for athletics results. *Personal interview*: 17 April, Potchefstroom.

## OUR FLAG

[s.a.] A guide to the correct usage of and respect for South African Flag. Including extract from the Government Gazette. [s.l.]: FISU Publication.

## ORGANISATIONAL AND TECHNICAL HANDBOOK.

1992. 8th African Athletics Championships, Republic of Mauritius, 25-28 June. Published by the Local Organising Committee, Belle Vue Mauricia.

## PARKS, J. B. & QUARTERMAN, J. (Eds).

2004. Contemporary Sport Management. Champaign, IL: Human Kinetics.

## PARKHOUSE, B.L. (Ed.).

2001. The Management of Sport. Dubuque, Iowa: Mc Graw-Hill.

## PATTON, M.Q.

2002. Qualitative Research and Evaluation Methods. Thousand Oaks, CA: Sage

## PHILLIPS, M.J.

2000. *The enhancement of management and leadership performance of high school women principals in Gauteng Province*. Unpublished Master's Dissertation. Pretoria: Vista University.

## PICKTON, David W. & WRIGHT, S.

1998. Strategic Change. John Wiley & Sons, Ltd.

## PIENAAR, FRANCOIS

2011. CEO of ASEM. *Personal interview*: 24 February, Cape Town.

## PIENAAR, FRANCOIS

2012. CEO of ASEM. *Personal interview*: 24 April, Cape Town.

PIETERSE, ZOLA (BUDD)

2006. World Champion and Springbok Athlete. *Personal interview*: 2 July, Bloemfontein.

PILLAY, G. & FOURIE, W.

2011. *ASA Athletes Survey*. All ASA Track and Field events. Unpublished document of ASA.

POTGIETER, I.F.

1975-2003. Head Coach Stellenbosch University; Convener One-Hour Athletics Meetings at Coetzenburg; Director, Sport, Free State University. *Personal interviews over a period of 29 years*, Stellenbosch, Bloemfontein and Kleinmond).

PRELLER, KAAI; FOURIE, WILLIEN AND BADENHORST, HUGO.

2002. *Preliminary Programme* compiled for the Track and Field Commission of the SASSU Athletics Committee. Bloemfontein.

PRELLER, KAAI

2005[a]. Convener: Elite Coaches Committee of ASA; IAAF Coaching Instructor. *Personal interview*: 9 September, Bloemfontein.

PRELLER, KAAI

2005[b]. Convener: Elite Coaches Committee of ASA; IAAF Coaching Instructor. Power-point address at the ASA Board Meeting, 18 September, Bloemfontein.

PRELLER, KAAI

2007. Convener of the SA elite coaches' committee; IAAF Coaches' Instructor and coach of Frantz Kruger, Olympic Bronze medallist. *Radio interview by researcher with Kaai Preller on Radio Rosestad Sport*, 12 February, Bloemfontein.

PRELLER, KAAI

2010. IAAF Coaching Instructor. *Personal interview*: 12 March, Bloemfontein.

PRELLER, KAAI

2012: Coach, Free State University Athletics team. *Personal interview*: 27 – 28 April, Johannesburg.

PRINSLOO, D.B.

2012: Sports Director & Coach, Free State University. *Personal interview*: 27 – 28 April, Johannesburg.

PROJECT MANAGEMENT

2005. Retrieved August 23, 2007 from [http://searchsmb.techtarget.com/s.Definition/011\\_sid44-gci951200,00.html](http://searchsmb.techtarget.com/s.Definition/011_sid44-gci951200,00.html) (Last updated 31 August 2005).

REGULATIONS

2005: *Regulations governing advertising and promotional displays at competitions held under IAAF rules*. Approved by IAAF Council, Helsinki, 13 August, Monaco: IAAF Publication.

RICHARDS, B

1992. *How to market tourist attractions, festivals and special events*. Harlow: Longman, USA.

ROWLANDS, B. H.

2005. Grounded in Practice: Using Interpretive Research to Build Theory. *The Electronic Journal of Business Research Methodology* 3 (1): 81-92, available online at [www.ejbrm.com](http://www.ejbrm.com) (*Electronic Journal of Business Research Methods*).

RUSSOUW, JOHANN

2006. Specialist Commentator: Sport, SABC. *Personal interview*: 24 February, Johannesburg.).

RUSSOUW, JOHANN

2007. Specialist Commentator: Sport, SABC. *Personal interview*: 25 April, Johannesburg.

RUSSOUW, JOHANN

2010. Specialist Athletics Commentator SABC. *Personal Interview*: 13 February, Johannesburg.

RUSSOUW, JOHANN

2012. Specialist Athletics Commentator SABC. *Personal interview*: 27 April, Johannesburg.

SAAYMAN, MELVILLE (Ed.)

2012. An introduction to Sport Tourism and Event Management. SUN MeDIA Metro under SUN Press Imprint, Stellenbosch.

SAFETY AT SPORTS

2004: Safety at Sports and Recreational Events Bill of Sport and Recreation South Africa, March 2004.

SALKIND, N.J.

2003. Exploring Research. New Jersey: Prentice Hall Publisher.

SANDBERG, J.

2005. How do we justify knowledge produced within interpretive approaches? *Organizational Research Methods* January 8: 41-68.

SA STUDENT

2010. SA Student Track and Field Championships 2010 (event programme).  
USSA Athletics Publication.

SCHREUDER, ALTUS

2010. ASA Announcer. *Personal interview*: 17 April. Potchefstroom.

SENGE, P.M. (Ed.).

1994. *The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization*. London: Nicholas Brealey Publishing.

SHONE, A. & PARRY, B.

2001. *Successful Event Management: A Practical Handbook*. London: Continuum.

SHUY, R.W.

2003. In-person versus telephone interviewing. In J.A. Holstein & J.F. Gubrium (Eds), *Inside interviewing: New lenses new concerns*. Thousand Oaks: Sage.

SILVERS, J.

2003. *Event Management Body of Knowledge Project*. Retrieved from <http://www.juliasilversverscom/embok.htm> on 15 November 2012.

SILVERS, J. R.

2004. *Professional Event Co-ordination*. New York: John Wiley & Sons.

SINDANI, BANELE

2004. Then Chief Executive Officer of Athletics South Africa. *Personal interview*, 11 September, Bloemfontein.



SOLOMON, J.

2002. *An Insider's Guide to Managing Sporting Events*. Champaign, IL: Human Kinetics

SPENGLER, JOHN O., CONNAUGHTON, DANIEL P. & PITTMAN, ANDREW T.

2006. *Risk Management in Sport and Recreation*. Human Kinetics, USA.

SPILLING, O.R.

1998. Beyond intermezzo? On the long-term industrial impacts of mega-events. The case of Lillehammer 1994. *Festival Management & Event Tourism* [s.l.] [s.n.]

STANDER, CHRISTO

2005. Chef de Mission - SASSU team to Universiade, Beijing, China 2001. Personal interview: 16 April, Pretoria.

STRAUSS, ORG

2007. Medical doctor, Vodacom Cheetahs. *Personal interview*: 18 July, Bloemfontein.

STRYDOM, ERNESTA

2011. International Technical Official (Athletics): International Para-Olympic Committee and member of the South African Sport for the Physically Disabled (SASAPD). *Personal interview*: 17 October, Bloemfontein.

STOFILE, M.

2007. *Stofile on sport equity*. 18 October. Retrieved from News24 on 25 October 2007.

SUNDAY TIMES.

2001. When will we learn our lesson? *Sunday Times*, 15 April: 16.

SURUJLAL, J.

2010. Volunteer motivation in special events for people with disabilities. *African Journal for Physical, Health Education, Recreation and Dance (AJPHERD)* 16(3) (September).

TARLOW, PETER E.

2002. *Event Risk Management and Safety*. New York: John Wiley and Sons Inc.

TASSIOPOULOS, D. (Ed.).

2011. *Events Management: A developmental and managerial approach* (3rd ed.) Claremont: Juta & Co Ltd.

THE CONSTITUTION OF UNIVERSITY SPORT SOUTH AFRICA (Amended: 9 April 2011).

THERON, NICOLAS

2007. Free State Athletics medical advisor and events doctor. *Personal interview*, 23 July, Bloemfontein.

THOMA, J.E. & CHAPLIN, L.

1996. *Sport Governance in the Global Community*. Fitness Information Technology, Inc. USA.

THOMAS, M. & ADAMS, J.

2006. Adapting Project Management Process to the management of Special events: An exploratory Study. *Academy of Strategic Management Journal*, Volume 4: 99.

THOMAS, P.Y.

2010. *Towards developing web-based blended learning at the University of Botswana*. PhD, UNISA.

THOMAS. S.P. & POLLIO, H.R.

2002. Listening to patients: A Phenomenological approach to nursing research and practice. New York: Springer.

VAN ECK, GEORGE

2004. Journalist Volksblad. Guest Lecture to Sport Management II students on 20 July, Technikon Free State (now Central University of Technology, Free State Bloemfontein).

VAN ECK, GEORGE

2012. Varsity Shield reporter and journalist. *Personal interview*: 2 April, Bloemfontein.

VAN DEN BERG, DAAN

2006. Executive Producer Radio SABC Sport - Absa Series II Athletics Meeting. *Personal interview*: 11 February, Bloemfontein.

VAN DEN BERG, DAAN

2007. Executive Producer: Radio SABC Sport. *Personal interview*: 16 February, Johannesburg.

VAN DER MERWE, F.J.G.

1984. Matie-Atletiek 1885–1985. Cape Town: CTP Boekdrukkers.

VAN DER WALT, SAREL

1996. Handri se vier rekords nie erken. *Beeld*, 15 November: 14.

VAN DER WALT, SAREL

2001. Taktiese fout veroorsaak glo probleme by atletiek. *Beeld*, 16 March: 18.

VAN DER WALT, SAREL

2007. Athletics Journalist, Beeld and News24 at the Olympic Games, 2000 & 2004. *Personal interview (electronic)*: 10 May, London.

VAN DYK, L. AND HERHOLDT, J.

2004. Transforming your Employment Brand: *The ABSA experience*. Randburg, South Africa: Knowres Publishing(Pty)Ltd.

VAN HEERDEN, A.

2012. Email received from SASCOC on 5 June 2012.

VAN WYK, JOHAN

1998[a]. Chaos in Boland-atletiek en Adri en Marliese blitsig. *Rapport*, 22 Februarie:19.

VAN WYK, JOHAN

1998[b]. Chaos van Worcester tot Coetzenburg. *Rapport*, 1 March: 24.

VAN WYK, JOHAN

2003. Athletics reporter Rapport. *Personal interview*: 13 April, Durban.

VAN WYK, JOHAN

2004[a]. Dit was uit woede, sê Harmse. *Rapport*, 15 February: 4.

VAN WYK, JOHAN

2004[b]. Blapse beroof 3 atlete van SA rekords. *Rapport*, 29 February: 4.

VAN WYK, JOHAN

2005. ASA sê nee vir Mokoena se super-sprong. *Rapport*, 19 Junie: 5.

VAN WYK, JOHAN

2006[a]. Athletics reporter Rapport. *Personal interview*: 15 March, Johannesburg.

VAN WYK, JOHAN

2006[b]. Spies-rekord word nagmerrie. *Rapport*, 28 May: 8.

VAN WYK, JOHAN

2007."Wondertyd" oor 99m. *Rapport*, 11 February: 5.

VAN WYK, JOHAN

2012. News 24. Personal Interview, 29 March, Germiston.

VORSTER, ELINDA

2011. Springbok & Olympic athlete. *Personal interview*: 18 Maart, Bloemfontein.

VORSTER, ELINDA

2012. Springbok & Olympic athlete. *Personal interview*: 5 March, Bloemfontein.

WADA

2011. *Doping procedures*. World Anti Doping Association. <http://www.wada-ama.org>. retrieved on 20-04-2011.

WATERS, K.

2007. A practical step-by-step guide to organising successful events. *The British Journal of administrative Management* December 2006/Jan 2007, ABI/INFORM Global.

WANKLIN, T.

2005. Event organising in Tassiopoulos, D. (Ed.). *Event Management: A professional and developmental approach*. Landsdowne: Juta Education.

WATT, D. C.

1998. *Event Management in Leisure and Tourism*. London: Addison Wesley Longman Ltd.

WATT, D. C.

2003. *Sports Management and Administration* (2nd ed.). London: Routledge.

WEISS, PIERRE

1992. General Secretary IAAF. Personal interview, 18-23 April, Dakar, Senegal; Germiston.

WELCH, J.

2011. in Maxwell, J. C. *The 5 levels of Leadership proven steps to maximise your potential*. Hachette Book Group, Inc. USA.

WELMAN, J.C. & KRUGER, S.J.

2001. *Research methodology*. New York: Oxford University Press.

WHITE, C.J.

2005. *Research: A Practical Guide*. Pretoria: Ithuthuko Investments Publishing.

WONG, G.M. & MASTERALEXIS, L.P.

1998. *Legal principles applied to sport management*. Gaithersburg, MD: Aspen Publishers.

World Medical Journal, 28.8,

1981; adopted by the 34th World Medical Assembly, Lisbon, Portugal, September/October 1981; amended by the 39th World Medical Assembly, October 1987, and the 45th World Medical Assembly, Budapest, Hungary, October 1993.

XX UNIVERSIADE ' 97

1997. *XX UNIVERSIADE, SICILIA '97 ATHLETICS*. Handbook for the XX Universiade. Sicily: Universiade Publication.

XX UNIVERSIADE '99

1999. *Individual Competitors' Entry Form*. Palma de Mallorca, Espana.

XIX UNIVERSIADE

1997. *XIX Universiade*. Sicilia '97 Athletics. Universiade Publication.

YOUNG, JACKIE

2006. *Operational Risk Management: The practical application of a qualitative approach*. Pretoria: Van Schaik Publishers.

ZHANG, Y. & WILDEMUNTH, B. M.

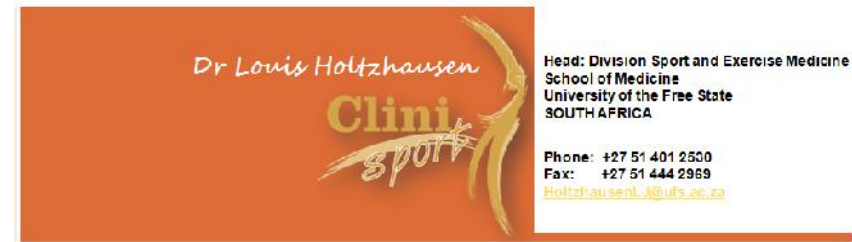
2009. *Unstructured Interviews*. School of Information, Austin: University of Texas.





# RISK ASSESSMENT MATRIX

## Medical and emergency care provision



•It is recognized that medical cover at events can be organized in different ways and that the most appropriate model will vary according to the medical provider and the nature of the event. The tables below set out a method of estimating the minimum level of medical resources required.

•**NOTE:** The suggested levels of resource are intended only to determine the minimum staff requirements.


•The tables are not a substitute for a full risk assessment of the event and more resources may be required based on the risk assessment.

• Figures do not take account of dedicated cover for performers, athletes or VIPs. Similarly for sporting events the medical cover for the participants in the sport should be determined based on guidelines provided by the relevant sporting body, in conjunction with the Department of Health.

•The tables are to be used to predict the minimum medical support for the spectators.

- Under the category of Basic Ambulance Assistant (BAA) that are not part of the ambulance crews, it is acceptable to utilize volunteer qualified level 3 first aiders at a maximum of 75% of the predicted BAA (except for an event where only 2 BAA are required where it would be acceptable to utilize 1 level 3 first aider).
- Use table 1 to allocate a score based on the nature of the event.
- Use table 2 to allocate a score based on available history and pre-event intelligence.
- Use table 3 to take into consideration additional elements, which might have an effect on the likelihood of risk.
- Use table 4 to indicate a suggested resource requirement.
- Under each item the highest relevant score for the specific event should be selected (e.g. if a low risk event e.g. a classical performance (score = 2) will have a pyrotechnic display as well (score = 4), the higher score (i.e. 4) should be selected.

No	Nature of event	Risk score
1	Classical performance	2
2	Public exhibition	3
3	Pop/rock concert	5
4	Dance event	8
5	Agricultural show	2
6	Marine	3
7	Motor cycle display	3
8	Aviation	3
9	Motor sport	4
10	State occasions	2
11	VIP visits/summit	3
12	Music festival	3
13	International event	3
14	Bonfire/Pyrotechnical display	4
15	New year celebrations	7
16	Demonstrations/march	5
17	Sport event with low risk of disorder	2
18	Sport event with medium risk of disorder	5
19	Sport event with high risk of disorder	7
20	Opposing factions involved	9



Dr. Louis Holtzhausen  
Clinical Sports

Head: Division Sport and Exercise Medicine  
School of Medicine  
University of the Free State  
SOUTH AFRICA

Phone: +27 51 401 2530  
Fax: +27 51 444 2069  
Email: [loholtz@ufsa.ac.za](mailto:loholtz@ufsa.ac.za)

Total	5
-------	---

## Risk score for venue

Nature of event	Risk score
Indoor	1
Stadium	2
Outdoor in confined location, e.g. park	2
Other outdoor e.g. festival	3
Widespread public location in streets	4
Temporary outdoor structures	4
Includes overnight camping	5

## Risk score seated or standing

Seated or unseated	Risk score
Seated	1
Mixed	2
Standing	3

## Risk score for audience profile

Spectator profile	Risk score
Full mix ,in family groups	2
Full mix, not in family groups	3
Predominately young adults	3
Predominately children and teenagers	4
Predominately elderly	4

Dr. Louis Holtzhausen  
Clinical Sports

Head: Division Sports and Exercise Medicine  
School of Medicine  
University of the Free State  
SOUTH AFRICA

Phone: +27 51 401 2630  
Fax: +27 51 444 2989  
HoltzhausenL@ufs.ac.za

Total

6

## Risk score in relation to intelligence gathered from previous events

Past History	Risk score
Good data, low casualty rate previously (less than 0.05%)	-1
Good data, medium casualty rate previously (less than 0.05%-0.2%)	1
Good data, high casualty rate previously (more than 0.2%)	2
First event, no data	2

## Risk score as it relates to attendance number at an event

Expected numbers	Risk score
< 1000	1
<3000	2
<5000	4
<10 000	8
<20 000	16
<30 000	20
<40 000	24
<50 000	28
<60 000	32
<70 000	36
<80 000	42
<90 000	46
<100 000	50
<200 000	60
<300 000	70

Dr Louis Holtzhausen  
Clinical Sports  
Head of Division Sport and Exercise Medicine  
School of Medicine  
University of the Free State  
SOUTH AFRICA  
Phone: +27 51 401 2630  
Fax: +27 51 444 2889  
HoltzhausenL@ufs.ac.za

Total	9
-------	---



## Risk score as related to duration of the event

Expected event duration	Risk score
Less than 4 hours	1
More than 4, less than 12 hours	2
More than 12 hours	3

## Risk score as it pertains to seasonal variation

Seasons(outdoor events)	Risk score
Summer	2
Autumn	1
Winter	1
Spring	1

## Risk score in relation to hospital proximity

Proximity to hospitals	Risk score
Less than 30 min by road	0
More than 30 min by road	2

Dr. Louis Holtzhausen  
 Clinical Sports  
 Head: Division Sports and Exercise Medicine  
 School of Medicine  
 University of the Free State  
 SOUTH AFRICA  
 Phone: +27 51 401 2530  
 Fax: +27 51 444 2989  
 HoltzhausenL@ufs.ac.za

Total

3

## Risk score related to the profile of ECS available

Profile of hospitals	Risk score
Choice of emergency centres	1
Large emergency centre	2
Small emergency centre	3

## Risk score for additional

Additional hazards	Risk score
Carnival	1
Helicopters	1
Parachute display	1
Street theatre	1
Water hazard	1
On site alcohol use	1

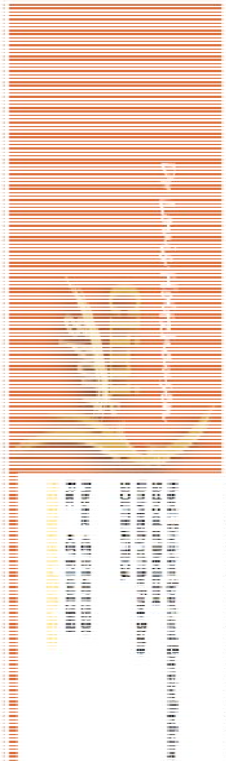
## Event medical facilities as a mitigating factor

Additional on- site facilities	Risk score
Suturing and/or plastering	-2
Vending machine for over the counter medication	-2
Public AED	-1
Existing fulltime operational medical facilities on site	-2

Dr Louis Holtzhausen  
 Sport Clinic  
 Head: Division Sport and Exercise Medicine  
 School of Medicine  
 University of the Free State  
 SOUTH AFRICA  
 Phone: +27 51 401 2630  
 Fax: +27 51 444 2989  
 HoltzhausenL@afrcs.ac.za

Total	0
-------	---

Score	Ambulance	BLS	ILS	ALS	Ambulance crew	Doctor	Nurse	Coordinator
<20	0	2			0	0	0	0
21-25	0	4			0	0	0	0
26-30	1	4	1	0	2	0	0	0
31-35	1	6	1	1	2	0	0	visit
36-40	1	8	1	1	2	0	0	visit
41-45	2	12	1	1	4	1	0	1
46-50	2	16	2	2	4	1	1	1
51-55	3	20	3	3	6	2	1	1
56-60	3	24	3	3	6	2	2	1
61-65	4	32	4	4	8	2	2	1
66-70	5	40	5	5	10	3	3	1
71-75	6	48	6	6	12	3	3	1
76-80	8	64	8	8	16	4	4	1
81-85	10	80	10	10	20	5	5	2
86	15	120	15	15	30	6	6	2



Total 5

Total 6

Total 9

Total 3

Total 0

Score 23



## CHECKLISTS

Reference applicable to this document refers to either a Table or Figure on the CD or in text

Index pages: 1-5 refer to the pages in this document

No	Checklist	Heading	Page No	Reference
1.	Checklist 1	15 Event planning key steps	6	
2.	Checklist 2	Initial event planning 10 W-questions	7	
3.	Checklist 3	Establishment of LOC	8-10	Table 4.11
4.	Checklist 4	Kind of event, date and venue of the event	11-21	Table 4.32
5.	Checklist 5	Entries to competitions	22-24	Table 4.14
6.	Checklist 6	Information Form	25	
7.	Checklist 7	Proxy Vote	26	
8.	Checklist 8	Managers' Package	27	Table 4.19
9.	Checklist 9	Athletes' Package	28	Table 4.20
10.	Checklist 10	Withdrawal Form	29	
11.	Checklist 11	Spelling Corrections	30	
12.	Checklist 12	Accreditation & Registration Preparation	31-32	
13.	Checklist 13	Lane Draws	33-35	Table 4.24
14.	Checklist 14	Technical Preparation: Track	36-37	
15.	Checklist 15	Specific Event Concerns regarding Safety and Security	38-40	
16.	Checklist 16	Technical checklist – 2 weeks prior to the event	41	Table 4.26
17.	Checklist 17	Technical arrangements	42	Table 4.27
18.	Checklist 18	Support Staff	43-44	Table 4.28
19.	Checklist 19	Technical requirements for an ASA Track and Field event	45-51	Figure 4.8
20.	Checklist 20	Pre-meeting inspections a day before the meeting & the day of the meeting.	52-55	
21.	Checklist 21	Form to report problems during the event.	56	Figure 4.10
22.	Checklist 22	On the day checklist – technical preparation	57	Figure 4.11
23.	Checklist 23	Checklist – cleaning of competition area and closing of the venues	58	Figure 4.14
24.	Checklist 24	Criteria: Warming-up area	59-60	Table 4.29 in text
25.	Checklist 25	Time Table to enter the call room	61	Table 4.30 in text
26.	Checklist 26	Time Table to enter track	61	Table 4.31 in text
27.	Checklist 27	Vest A – National Vest	62	Figure 4.15
28.	Checklist 28	Vest C – Club Vest	63	Figure 4.16
29.	Checklist 29	Vest A – National Vest (Sponsor)	64	Figure 4.17
30.	Checklist 30	Technical Official checklist in Call Room	65-66	
31.	Checklist 31	Call Room Equipment	67	Table 4.32
32.	Checklist 32	Confiscation Form	68	

No	Checklist	Heading	Page no	Reference
33.	Checklist 33	Example: Agenda Technical Meeting	69-70	
34.	Checklist 34	Technical Official Files	71-73	
35.	Checklist 35	Results plan	74-75	
36.	Checklist 36	Urgent Notice	76	
37.	Checklist 37	Appeal Form	77	
38.	Checklist 38	Copy Centre equipment	78	Table 4.34
39.	Checklist 39	Participation Cancellation Form	79	
40.	Checklist 40	Relays: Teams' Form	80	
41.	Checklist 41	Technical Meeting "questions" form	81	
42.	Checklist 42	Assizing control form	82	
43.	Checklist 43	Warm-up Equipment	83	
44.	Checklist 44	Doping Control Request Form	84	
45.	Checklist 45	Key Technical Officials	85	Table 4.36
46.	Checklist 46	Technical Officials: Track	86	Table 4.37
47.	Checklist 47	Starters' Equipment	87	
48.	Checklist 48	Duties of Chief starter before the competition	88	Table 4.39
49.	Checklist 49	Duties of re-caller(s) before the competition	89	Table 4.40
50.	Checklist 50	Instructions for the starters assistance prior to the competition	90-91	Table 4.41
51.	Checklist 51	Volunteers: Starting Blocks	92	Table 4.42
52.	Checklist 52	Volunteers: Baskets	93	Table 4.43
53.	Checklist 53	Duties of the Chief Finish Judge and Judges prior to the event and during the event.	94	Table 4.44
54.	Checklist 54	Duties of the Chief time keeper and Time keepers prior to and during the event.	95	Table 4.45
55.	Checklist 55	Duties of the photo finish judges prior to and during the event	96	Table 4.46
56.	Checklist 56	Duties of the Chief Umpire & Umpires	97-98	Table 4.47
57.	Checklist 57	Technical officials: Field Events.	99	Table 4.48
58.	Checklist 58	Duties of the Chief Field Judge and Field Judges prior to and during the competition - General	100	Table 4.49
59.	Checklist 59	Chief Judge High Jump - duties prior to competition.	101	Table 4.50
60.	Checklist 60	Chief Judge High Jump - duties during the competition	102	Table 4.51
61.	Checklist 61	Chief Judge High Jump - duties after the competition.	103	Table 4.52

No	Checklist	Heading	Page No	Reference
62.	Checklist 62	Assistant High Jump Judges - duties during the event.	104	Table 4.53
63.	Checklist 63	Chief Judge Pole Vault - duties prior to competition.	105	Table 4.54
64.	Checklist 64	Chief Judge Pole Vault - duties during the competition	106	Table 4.55
65.	Checklist 65	Chief Judge Pole Vault - duties after the competition.	107	Table 4.56
66.	Checklist 66	Assistant Pole Vault Judges – duties prior to and during the event.	108	Table 4.57
67.	Checklist 67	Chief Judge Long Jump & Triple Jump - duties prior to competition.	109	Table 4.58
68.	Checklist 68	Chief Judge Long Jump & Triple Jump - duties during the competition	110	Table 4.59
69.	Checklist 69	Chief Judge Long Jump & Triple Jump - duties after the competition.	111	Table 4.60
70.	Checklist 70	Assistant Long Jump & Triple Jump Judges – duties prior to and during the event.	112	Table 4.61
71.	Checklist 71	Chief Judge Shot Put - duties prior to competition.	113	Table 4.62
72.	Checklist 72	Chief Judge Shot Put – duties during the competition	114	Table 4.63
73.	Checklist 73	Chief Judge Shot Put - duties after the competition.	115	Table 4.64
74.	Checklist 74	Assistant Shot Put Judges – duties prior to and during the event.	116	Table 4.65
75.	Checklist 75	Chief Judge Hammer Throw and Discus Throw - duties prior to competition.	117	Table 4.66
76.	Checklist 76	Chief Judge Hammer Throw and Discus Throw - duties during the competition	118	Table 4.67
77.	Checklist 77	Chief Judge Hammer Throw and Discus Throw - duties after the competition.	119	Table 4.68
78.	Checklist 78	Assistant Hammer Throw and Discus Throw Judges – duties prior to and during the event.	120	Table 4.69
79.	Checklist 79	Chief Judge Javelin Throw - duties prior to competition.	121	Table 4.70
80.	Checklist 80	Chief Judge Javelin Throw - duties during the competition.	122	Table 4.71

<b>No</b>	<b>Checklist</b>	<b>Heading</b>	<b>Page No</b>	<b>Reference</b>
81.	Checklist 81	Chief Judge Javelin Throw - duties after the competition.	123	Table 4.72
82.	Checklist 82	Assistant Javelin Throw Judges – duties prior to and during the event.	124	Table 4.73
83.	Checklist 83	Technical officials in the specialist areas	125	Table 4.74
84.	Checklist 84	Duties of the Wind Gauge Operator prior to and during the event.	126	Table 4.75
85.	Checklist 85	Prepare dope testing facilities	127	Table 4.76
86.	Checklist 86	Emergency Action Plan Checklist	128-131	
87.	Checklist 87	Generic Risk Assessment - Track Event General	132	Table 4.81
88.	Checklist 88	Generic Risk Assessment - 100m,200m & 400m	133	Table 4.82
89.	Checklist 89	Generic Risk Assessment- 800m, 1500m, 3000m, 5000m, 1000m	134	Table 4.83
90.	Checklist 90	Generic Risk Assessment - 100m H, 110m H & 400m Hurdles	135	Table 4.84
91.	Checklist 91	Generic Risk Assessment - 3000m Steeplechase	136	Table 4.85
92.	Checklist 92	Generic Risk Assessment - High Jump.	137-138	Table 4.86
93.	Checklist 93	Generic Risk Assessment - Pole Vault.	139-141	Table 4.87
94.	Checklist 94	Generic Risk Assessment – Long Jump & Triple Jump.	142-144	Table 4.88
95.	Checklist 95	Generic Risk Assessment - Shot Put	145-146	Table 4.89
96.	Checklist 96	Generic Risk Assessment - Discus Throw	147-148	Table 4.90
97.	Checklist 97	Generic Risk Assessment - Hammer Throw	149-151	Table 4.91
98.	Checklist 98	Generic Risk Assessment - Javelin Throw	152-153	Table 4.92
99.	Checklist 99	Parking Questions	154	Table 4.93
100.	Checklist 100	Parking Planning	155	Table 4.94
101.	Checklist 101	Guidelines to plan the medical contingency plan for track and field events.	156-159	Table 4.95
102.	Checklist 102	Guidelines for medical services at events.	160	Table 4.96
103.	Checklist 103	Planning the marketing of the event	161-162	Table 4.97
104.	Checklist 104	Marketing Budget	163-164	Table 4.98
105.	Checklist 105	Summarised Budget	165	Table 4.99
106.	Checklist 106	Media Needs	166-168	
107.	Checklist 107	Job descriptions - Radio Officials	169	Table 4.101
108.	Checklist 108	Content of Press Pack/ Media Kit	170	Table 4.102
109.	Checklist 109	Job description of the Television Officials.	171	Table 4.103

<b>No</b>	<b>Checklist</b>	<b>Heading</b>	<b>Page No</b>	<b>Reference</b>
110.	Checklist 110	Assistance to Media	172	Table 4.104
111.	Checklist 111	Checklist for a Press Launch	173-175	Table 4.105
112.	Checklist 112	Event Programme	176	Table 4.106
113.	Checklist 113	Medal/awards presentation	177	Table 4.108
114.	Checklist 114	Flags	178	Table 4.109
115.	Checklist 115	Selectors and Appeal Board	179	Table 4.110
116.	Checklist 116	Scoring	180	Table 4.111
117.	Checklist 117	Seeding	181	Table 4.112
118.	Checklist 118	Media Accreditation Form	182	
119.	Checklist 119	Dignitaries and guests of honour	183	Table 4.113
120.	Checklist 120	Protocol	184	Table 4.114
121.	Checklist 121	Catering	185-188	Table 4.115
122.	Checklist 122	Financial Planning Form	189	Table 4.116
123.	Checklist 123	Example of a budget with a sponsor	190-192	Table 4.117
124.	Checklist 124	Example of a budget excluding a sponsor	193-196	Table 4.118
125.	Checklist 125	Managing the Finances	197	Table 4.119

All checklists were designed on the basis of a literature study, personal interviews and the 35+ years' experience of the researcher as event organiser in track and field events. Several of the checklists the researcher designed during these years and applied at events. The checklists will refer to the tables, figures or text in the main document.

### CHECKLIST 1:15: EVENT PLANNING STEPS

Key Step No	Sub-system	Key Step	Progress Report 1	Progress Report 2	Confirmation completed
1	1	Ask the initial event planning questions (10 W-questions)			
2	3	Establish event objectives			
3	3	Feasibility study			
4	3	Planning and implementation methodologies			
5	3	Secure finance and required approvals			
6 & 10	3	Publicise and market the event			
7	3	Determine operating structure and appoint key personnel			
8	3	Determine and apply a control system			
9	3	Determine the communication systems			
11	3	Apply comprehensive last minute check			
12	3	Put a contingency strategy in place			
13	4	Plan and apply an event close-down			
14	4	Compile a detailed report			
15	2	Consider the intricacy of the branding			

Sources: Fourie, 2009:17-48; Watt, 2003:4; Senge (ed.), 1994:90.

## CHECKLIST 2: INITIAL EVENT PLANNING 10 W-QUESTIONS

W-question	Decision pointers	Objectives	Progress report	Confirmation complete
What?				
Who will lead?				
Why?				
When?				
Where?				
Who for?				
Who will watch?				
Who by?				
What will it cost?				
Who pays?				

Sources: Fourie, 2009:92-96; Watt, 2003:4; Goldblatt, 2002:37.

**CHECKLIST 3: ESTABLISHMENT OF LOC (cf. Table 4.11)**

1.	Name of event ("What?")	
2.	Date(s) to take place ("When?")	
3.	Venue ("Where?")	
4.	Characteristics ("What?" "Who will participate?")	
5.	Complexity ("What?" "Where?"; "Who will participate?")	
6.	Level of participation ("Who will participate?")	
7.	Establish an event organising committee (LOC) ("Who by?")	
8.	Chairperson – Leader ("Who will lead?")	

	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
9.	ASA Representatives - Name - Name							
10.	USSA Representatives - Name - Name							
11.	USSA Athletics Representatives - Chairperson - Vice-Chair - Secretary - Treasurer							



	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	- Track and Field convener							
12.	Provincial Representatives: - Chairperson - Vice-Chair - Secretary - Treasurer - Track and Field convener							
13.	Sponsors Representative(s) - National - Regional							
14.	Track and Field commission (provincial) - Vice-Chairperson - Secretary - Treasurer							
15.	Sub-committees: - Entries - Technical Track and Field - Technical Officials - Marketing - Media - Risk Management - Safety & Security - Event Programme - Scoring - Seeding - Results - Volunteers - VIPs - Catering - Protocol - Medal presentation - Event entertainment - Finances - Flags - Accreditation							

	<b>Task</b>	<b>Who is responsible?</b>	<b>Progress Report 1</b>	<b>Progress Report 2</b>	<b>Progress Report 3</b>	<b>Comments</b>	<b>Final Check</b>	<b>Evaluation</b>
	<ul style="list-style-type: none"> <li>- Transport</li> <li>- Accommodation</li> <li>- Support services</li> <li>- Technical stadium</li> <li>- Selectors</li> <li>- Appeal Board</li> </ul>							

Sources: IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; Boukes & Fourie, 2004:2-8; ASA - The ASA Technical Manual, 2002:3-4; IAAF Handbook, 2002-2003:55-69.

**CHECKLIST 4: KIND OF EVENT, DATE, AND VENUE OF THE EVENT (cf. Table 4.14)**

No.	Question	What to consider?	Implications	Comments	Signed off
1.	Kind of event	<p>Identify the level, for example, league meeting versus national championships.</p> <p>The name will identify the WHY.</p> <p>The name of the event will determine the character and complexity of the event.</p>	<p>Will identify what should be organised and which checklists to activate.</p> <p>Assist the event organisers to draw the total framework and identify the different goals and outcomes for the event?</p> <p>Will have an impact on the WHAT must be organised and have an impact on the skills needed in the LOC.</p>		
2.	Level	Will identify which checklist to activate.	Will determine to what extent the checklist needs to be activated.		
3.	Level and kind of event	Impact on events list.	Has an impact on the standard of equipment required.		
4.	Target groups – athletes	<p>The level of athletes participating</p> <p>The number of athletes participating.</p> <p>Competitors could be dictated by the nature of the event.</p>	<p>Has an implication on equipment, for example Pole Vault mats.</p> <p>Will determine whether there will be heats and semi-finals and the number of heats, etc.</p> <p>This has an implication on the organising structure, for example results.</p> <p>For example – students which have an implication on the LOC and the necessary accreditation and registration system that has to be implemented. Registration: quality control re: <i>bona fides</i> of students.</p>		

		<p>Target groups could also be determined by:</p> <p>Age Sex Performance Level Affiliation.</p> <p>Medical Services and Doping.</p> <p>Travel distance</p> <p>Needs of athletes and coaches Geographic location</p>	<p>SA Schools - which have an implication on the LOC and the necessary accreditation and registration system that needs to be implemented regarding age and birth certificates quality control?</p> <p>Doping control, Medical Services &amp; Implication on, for example ,refreshment stalls</p> <p>Complexity of the event Clubs, Schools, Universities, Defence Force and or Police Force</p> <p>For example all schools in a 100 kilometre radius from the stadium? Or schools in the different school areas, for example The Free State.</p> <p>Within a specific Region or Province? Has an impact on whether accommodation should be organised or not</p> <p>Who will travel to the event?</p> <p>Will accommodation be needed?</p> <p>Event not profit driven but due to need.</p>		
5.	Where? & What to ask?	<i>Does the WHERE meet the standards to host and event for the WHO WILL PARTICIPATE?</i>	The level of the event and the level of participation will have an impact on the standards the WHERE has to meet.		

		<p><i>Availability of venue?</i></p> <p><i>Cost for the venue?</i></p> <p><i>Booking of the Venue?</i></p> <p><i>Competition facilities and equipment available at the WHERE? (Meet the level of participation the Who will participate?)</i></p> <p><i>The track</i></p> <p><i>Warm-up areas</i></p> <p><i>Jump runways</i></p> <p><i>Standard cross bars and landing areas for high jump and pole vault.</i></p>	<p>Sometimes the venue is determined by circumstances and the date attached to the event, for example SA Schools Championships or USSA Athletics Championships.</p> <p>Establish any additional cost at venue for example VIP venue, Announcers' Booth, PA System, Equipment, etc.</p> <p>This has an impact on the budget and must be submitted by the responsible person on the LOC. Ensure all is in writing and payment proof and reservation proof are received on hard copy.</p> <p>The inspection of the venue has to determine if the venue has the required competition facilities and equipment to meet the kind and level of the event to be organised. Determine risk level, Safety and Security as well as the capacity of the venue regarding the number of spectators expected. Determine condition of lines and necessary distance measures</p> <p>Is it available? If where?</p> <p>How many and could they be used in the same direction simultaneously?</p> <p>Do they meet the level of competition? Could 2 high Jump pits be used</p>		
--	--	--	---	--	--

			simultaneously?		
		<i>Hurdles</i> <i>Steeple Chase Hurdles</i>	Do they meet the IAAF standard and if necessary could both Steeple Chase events – men and women be accommodated?		
		<i>Throwing events areas</i>	Do the Cages of Discus and Hammer Throw meet the IAAF standards?  Can Discus and Javelin areas be made available from different wind angles?		
		<i>Media Rooms</i>	How many radio booths are available? How many stations are available for the written press? Is a station available for TV coverage? Are all booths equipped with the necessary telephone lines, etc?		
		<i>Medical and First aid rooms</i>	Equipped with the necessary equipment as prescribed according the Level of the event?		
		<i>Doping rooms</i>	According to the rules of SAIDS and WADA or prepare to the satisfaction of SAIDS and WADA?		
		<i>Equipment storage areas</i>	Are they easily accessible from the track and for the managers? Are they big enough?		
		<i>Competition management and administration areas</i>  - <i>room for Competition</i>	Are there enough rooms available to cover the areas identified and listed in the column?		

		<p><i>Director</i></p> <ul style="list-style-type: none"> <li>- <i>Room for Announcers and PA System</i></li> <li>- <i>Administration and Computer areas</i></li> <li>- <i>Equipment and Technical Management Rooms</i></li> </ul> <p><i>Call Rooms</i></p> <ul style="list-style-type: none"> <li>- <i>Post-event changing areas, showers and toilets for athletes</i></li> <li>- <i>Resting rooms for combined events</i></li> </ul> <p><i>Media interview area</i></p> <ul style="list-style-type: none"> <li>- <i>Media working area</i></li> </ul>	<ul style="list-style-type: none"> <li>- Face the complete track</li> <li>- As near as possible to the finish line</li> <li>- PA System to play CD for fanfares</li> <li>- Are big enough to do all the administration and put up computer system with the necessary security.</li> <li>- Room accessible for managers and accessible to track with room to do assizing and store equipment. Table to do administration.</li> </ul> <p>Determine number of rooms. Big enough to have seating for athletes and allow athletes to jog or sprint. Be able to have an administration section as well. Enclosed areas from Call Room 1 to Call Room 2 that has access to the track.</p> <p>Facility separate from the public and access only by athletes.</p> <p>Accessible from track.</p> <p>Meet the standards of the Television, Radio and Written press. Clearly identified per kind of media. Area accessible next to the track and accessible from the track via the exit for athletes from the track. Accessible for</p>		
--	--	---	---	--	--

			the media only from the pavilion. Enough space and seating area as near as possible to finish line.		
		- <i>Doping Control area</i>	Meet standards of WADA and SAIDS		
		- <i>Resting areas for volunteers and technical officials</i>	Room with the needs of the Technical Delegate		
		- <i>Technical Delegate working room</i>	Room to fit at least 5 members around a table and seating.		
		- <i>Jury of Appeal</i>			
		- <i>Seeding- workplace</i>	Room big enough to seat the computer operators and assistants		
		- <i>Assizing Room</i>	Room big enough to host all the equipment and accessible to athletes and manager to submit equipment		
		- <i>VIP Room</i>	Access control important Seats clearly reserved for VIP guests.		
		- <i>Selectors Room</i>	View on Competition area		
		- <i>Photo copy area</i>	Big enough to host 4-5 Photo copy machines and working space to pack out result trays and make full sets for schools/institutions. Free access for runners		
		- <i>TIC Room</i>	View on competition area. Easy access to track and easy access for team managers. Enough working space for administration		



			of TIC and TO Files.		
		- <i>Notice Boards</i>	Easily accessible for athletes and managers. Big enough to identify the following sections: MEN: Lane Draws, Results Heats, Semi Finals and Finals. WOMEN: Lane Draws, Results Heats, Semi Finals and Finals.		
		- <i>Toilets for the public</i>	According to set health requirements and kept clean throughout the day. (10:1000 spectators with an equal ratio male and female toilets)		
		- <i>Car parking areas</i>	Identified areas with security for: Athletes Technical Officials Media Medics (Special criteria) VIPs Public		
		- <i>Toilet facilities for participants</i>	Separate from public and access control and security.		
		- <i>Kiosks- Refreshment stalls</i>	Selected according to the Level, Profile of spectator present and length of event.		
		- <i>Scoreboards</i>	Ensure scoreboards are placed on the field to be visible to all spectators and media		
		- <i>Public Address System</i>	Clear and loud enough to be heard where intended to. Loud and clear for all to hear and		

		<ul style="list-style-type: none"> <li>- <i>Catering and Hospitality facilities</i></li> <li>- <i>Crèche</i></li> <li>- <i>Location of the Stadium &amp; Safety and Security of Venue</i></li> </ul>	<p>have the facility to play CDs for the Fanfares.</p> <p>Meet the standard of the event</p> <p>Safe area with qualified staff and safety and security at high level.</p> <p>Ensure safety and Security at all levels and assess the Risk level of the event and meet the standards according to the current Act on Safety at Sport and Recreation Events act.</p>		
--	--	--	--	--	--

No	Question	What to consider?	Implications
6.	<p>When? Date of the event.</p>	<p>Determine what to consider regarding the date of the event.</p> <p>Set the date as far as possible in advance.</p> <p>Fixture lists of the IAAF, ASA and other provinces should be considered.</p> <p>Submission dates for events to the National Federation.</p> <p>Clashes of events – Do a SWOT analysis on the clash of events</p>	<p>Some events are plotted regarding the date and venue due to school or university holidays and a rotation system of where the events will take place.</p> <p>To enable the LOC to have enough time to plan and organise</p> <p>Top enable organisers to attract elite athletes to the event</p> <p>To establish that the date does not clash with other sporting events</p> <p>To allow the National Federation to have enough time to negotiate TV rights</p> <p>Look at the distribution of events for the specific age groups and identify gaps that could be filled according to the needs of the coaches.</p> <p>Measure the number of events per target group to distribute the events according to the IAAF Continuum's needs and focus on events in the different groups.</p> <p>Meet the deadlines for submission.</p> <p>Could have a negative or positive impact on the Athletics event</p> <p>For example – TV Coverage, Spectators, Officials and Volunteers, etc.</p> <p>Or it could be positive incorporating national celebrations, Festival or concert to the advantage of the athletics event.</p> <p>The Swot analysis should consider:</p> <ul style="list-style-type: none"> <li>-ticket sales</li> <li>-media coverage</li> <li>-spectators</li> <li>-volunteer availability</li> <li>-availability of the venue.</li> </ul> <p>Abide by D-dates to submit and ensure your event(s) are listed.</p> <p>Identify the threats and opportunities.</p>



		Organisers need to take care of any contracts and other documentation that must be completed. In the case of any reparations, all specifications must be in writing.	
--	--	--	--

## CHECKLIST 5: ENTRIES TO COMPETITIONS

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>ENTRIES</b>							
1.	Design entry forms							
2.	Sign off entry form							
3.	Duplicate entry forms							
4.	Distribute entry forms - mail - email - fax							
5.	Compile circular 1							
6.	Duplicate and distribute circular 1 - mail - email - fax							
7.	Compile circular 2							
8.	Duplicate and distribute circular 2 - mail - e-mail - fax							
9.	Budget for above items: - design of entry form - ink printer - paper - copy cost - email cost - fax cost - computer programme - staff remuneration - computers x 2							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- printers x 2</li> <li>- paper and ink (printers)</li> <li>- all venues listed</li> <li>- refreshments</li> </ul>							
10.	Computer programme for entries received							
11.	Appoint staff for entries: <ul style="list-style-type: none"> <li>- control regulations</li> <li>- type entries</li> <li>- check entries</li> <li>- check affiliation</li> <li>- check <i>bona fides</i></li> </ul>							
12.	Computers <ul style="list-style-type: none"> <li>- entries</li> <li>- general administration</li> </ul>							
13.	Paper for printing entries and administration							
14.	Compile subcommittee for administration and accreditation							
15.	Identify venues and quotations (3)							
16.	Approve venues and book							
17.	Compile job description for each member							
18.	Compile time schedule programme to complete work on time							
19.	Refreshments for days preparing packages: <ul style="list-style-type: none"> <li>- Determine date and time</li> <li>- Determine refreshments budget</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
20.	Prepare athletes' and managers' packages							

Sources: Coetzer, 2011, Personal interview; IAAF Competition Rules, 2010-2011:95; Fourie, 2008:6-10; Boukes & Fourie, 2004:7-10; IAAF Handbook, 2002-2003:70-74; ASA-The ASA Technical Manual, 2002:8-9.



**CHECKLIST 6: INFORMATION FORM**

LOGO (SCHOOL/CLUB/ASSOCIATION)  
 ADDRESS OF SCHOOL /CLUB/ ASSOCIATION

**Please print and complete with black pen**

NAME OF SCHOOL/ CLUB/ASSOCIATION	
NAME OF SPORT MANAGER	
POSTAL ADDRESS AND CODE	
E- MAIL ADDRESS SPORT MANAGER	
COURIER ADDRESS (DOOR TO DOOR)	
CONTACT DETAILS  Telephone number (w)  Telephone number (h)  Mobile number:	
NAME OF PRINCIPAL OR DIRECTOR OF SPORT OR CHAIRPERSON	
POSTAL ADDRESS AND CODE	
E- MAIL ADDRESS SPORT MANAGER	
COURIER ADDRESS (DOOR TO DOOR)	
CONTACT DETAILS  Telephone number (w)  Telephone number (h)  Mobile number	

**Date and address or e-mail or fax number to reach the Secretary by**

.....

.....

**Name of Secretary** \_\_\_\_\_ **Signature** \_\_\_\_\_

**Contact details** \_\_\_\_\_

**CHECKLIST 7: PROXY VOTE**

**LOGO OF ASSOCIATION/CLUB/SCHOOL**

**INFORMATION ON MEMBER(s) NOT ATTENDING THE MEETING**

<b>NAME &amp; SURNAME</b>	<b>IDENTIFY STAFF MEMBER OR STUDENT</b>	<b>STAFF MEMBER NUMBER/STUDENT NUMBER</b>	<b>SIGNATURE</b>

**INFORMATION ON MEMBERS WHO WILL REPRESENT THE SCHOOL/ CLUB/ASSOCIATION. Need to be *bona fide* paid up members of the same club)**

<b>NAME &amp; SURNAME</b>	<b>IDENTIFY STAFF MEMBER OR STUDENT</b>	<b>STAFF MEMBER NUMBER/STUDENT NUMBER</b>

SIGNATURE  
HEAD OF SPORT  
(Association, club or school that cannot attend the meeting)

SIGNATURE  
PRINCIPAL/ REGISTRAR

This may only be used where the constitution clearly describes how the proxy vote may be used.

**CHECKLIST 8: MANAGERS' PACKAGE (cf. Table 4:19 on CD)**

<b>No</b>	<b>Document</b>	<b>Comment</b>
1.	Lane Draws (the final draws)	
2.	Event Programme	
3. *	Starting heights	
4. *	Qualifying heights and distances per jump events	
5. *	Qualifying distances in the throws	
6. *	Call room times per event	
7. *	Assizing procedures	
8. *	Medical arrangements at the event – Doctor and physiotherapists	
9. *	Medical rooms for teams' own doctors and physiotherapists	
10. *	Medical arrangements outside the event – indicating doctor, physiotherapist, and dentist on standby with full contact details	
11. *	Warming-up procedures	
12. *	Map to identify important venues applicable to the team manager, coach, and athletes	
13. *	Appeal procedures according to IAAF Rules 119 & Rule 146 (IAAF Competition Rules 2010-2011: 114,131-133)	
14. *	Medal presentation procedures, rules and regulations	
15. *	Electronic numbers – arrangements for athletes	
16. *	Doping procedures	
17.	Accreditation Card (s)	
18.	Event List	
19.	Advertising Material	
20.	Checklist 39 Withdrawals	
21.		
22.		

Documents identified with \* could already be included in the event programme. If not, add as a separate document.

**CHECKLIST 9: ATHLETE'S PACKAGE (cf. Table 4.20 on CD)**

<b>No</b>	<b>Document</b>	<b>Comment</b>
1.	Event Programme	
2.	Competition numbers + Safety Pins(8) (Bib Numbers) if applicable	
3.	Map important venues	
4.	Doping procedures (Drug-free Sport brochure)	
5.	Accreditation Card	
6.	Event List *	
7.	Road race map (if applicable) *	
8.	Race walk map (if applicable) *	
9.	Advertising material	
10.		
11.		
12.		

Documents identified with \* could already be included in the event programme. If not, add as a separate document.

# CHECKLIST 10: WITHDRAWAL FORM

NAME OF SCHOOL/CLUB/ASSOCIATION \_\_\_\_\_

**ATHLETE(S) WHO WISHES TO WITHDRAW (PLEASE PRINT)**

Bib Number allocated to athlete to withdraw	Surname of Athlete to withdraw	Name of Athlete to withdraw	Event no according to programme to withdraw from	Event(s) to withdraw from

**Please hand in all Bib numbers of those athletes that withdraw with this document.**

ATHLETES WHO WHISH TO BE ENTERED (Only if they have been indicated as reserves on the originals entry form).

Bib Number ( <b>will be allocated by event organisers</b> )	Surname of Athlete to enter.	Name of Athlete to enter	Event no according to programme to enter athlete	Event(s) to be entered in for

The reserve **need not replace** the athlete that withdraws in the same event. The replacement can be entered for the event the athlete has been entered in on the original entry form. Race numbers to be collected from TIC on day one (1), if not available immediately.

.....  
 NAME AND SURNAME  
 TEAM MANAGER

-----  
 SIGNATURE  
 TEAM MANAGER

.....  
 SIGNATURE OFFICIAL (CONTROL ON OFFICAL ENTRIES)

.....SIGNATURE OFFICIAL (Completed withdrawal & entry)



## CHECKLIST 12: ACCREDITATION AND REGISTRATION PREPARATION

No	Topic	Purpose	People at the point	Tables	Chairs	Comment
1.	Registration Table	To ensure the following aspects: <ul style="list-style-type: none"> <li>• Entries received on time.</li> <li>• Team entered.</li> <li>• Payment is done or will be done at table 2.</li> <li>• If applicable, monitor <i>bona fides</i> of students.</li> <li>•</li> </ul>	Minimum 2 if possible 4	2	2-4	
2.	Finances	Payment of: <ul style="list-style-type: none"> <li>• Entry Fee</li> <li>• If applicable: Function</li> <li>• Temporary Licences</li> </ul>	The Treasurer + assistant to count out the function cards. Necessary to have change.	2	2	
3.	Managers' and Athletes' packages	Packed out in alphabetical order. Must sign on receipt.	Minimum 2 if possible 4	4	2	
4.	Accreditation cards	Packed out in alphabetic order. Need to sign on receipt.	Minimum 2 if possible 4	4	2	
5.	Spelling Corrections and Withdrawal forms	Managers collect forms at this point, complete and hand back at the controlling point.	1 person	1	1	
6.	Controlling point	All withdrawals and spelling corrections are handed in and verified according to the original entries submitted. Rules of the competition are applied.	2 persons	1		

No	Topic	Purpose	People at the point	Tables	Chairs	Comment
7.	Tables for managers to work at	Managers need to check the entries and other documentation in package. Do all withdrawals.	10 tables and 40 chairs Depend on size of event	10	40	
8.	Computer	Do all withdrawals and spelling corrections approved by the Controlling point.	If possible separate room adjacent to registration area. Minimum 2 persons. No manager allowed in this room.	2	2	
9.	Temporary Licence no.	All athletes that do not have a permanent licence number of his/her province need to purchase a Temporary Licence no.	Necessary to have change. 1 person	1	1	
			TOTAL	27	54	



**CHECKLIST 13: LANE DRAWS (cf. Table 4:24).**

No	Topic	Number of Copies	Comment	Full Set	Track	Field	Completed
1.	Track Judges	1	Only track events		1		
2.	Time Keepers	0	Prepare a time card with all the events listed per each heat or round.				
3.	Electronic Timing	2	Track events		2		
4.	Technical Information Centre (TIC)	3	Full Sets 1 set to add updates to Notice Board. 1 set to update Technical official files. 1 set to answer questions addressed to TIC.	3			
5.	Notice Board	1	Full Set At least 3 hours prior to 1 <sup>st</sup> event on day of competition on the notice board.	1			
6.	Meeting Director	1	Full set	1			
7.	Starter	1	Track Events 1 File: Starters assistant	1			
8.	Call Rooms	2	Full Sets 1 File for Call Room 1 1 File for Call Room 2 OR 1 File Track to Call Room Track File per Field events if Call rooms are operational for Jumps, Throws.	2			

No	Topic	Number of Copies	Comment	Full Set	Track	Field	Completed
9.	VIP	1	Full Set – put up prior to event in the VIP Room	2			
10.	Media	Determine number of media that will attend the meeting.  <b>Television</b> Determine number of copies as it may change according to the magnitude of the broadcast	Have copies in boxes/draws at each area per media identified at their respective seats or booths.  Television commentators 2 full copies and 1 copy track and 1 copy field Van: 20 copies, confirm TV copies as this may change depending the magnitude of the broadcast.	Number to be determined			
11.	Announcer	Set per announcer. Determine number of announcers at the event	Full set	2			
12.	Doping	1	Full set	1			
13.	Results Computer	1	Full set	1			
14.	Team Managers	1 set per team	Full set (Optional)	Determine number of teams			

Field Events		Only the specific event File for the recorder File for the referee at the event	Comment If only 1 Referee on field or Jumps, Throw referees - adapt copies accordingly.
Discus	2	<b>Only Discus</b> File for recorder File for Referee	
Shot Put	2	<b>Only Shot Put</b> File for recorder File for Referee	

Javelin	2	<b>Only Javelin</b> File for recorder File for Referee	
Hammer Throw	2	<b>Only Hammer Throw</b> File for recorder File for Referee	
High Jump	2	<b>Only High Jump</b> File for recorder File for Referee	
Long Jump	2	<b>Only Long Jump</b> File for recorder File for Referee	
Triple Jump	2	<b>Only Triple Jump</b> File for recorder File for Referee	
Pole Vault	2	<b>Only Pole Vault</b> File for recorder File for Referee	
Heptathlon	1	Only Heptathlon Events	
Decathlon	1	Only Decathlon Events	

## CHECKLIST 14: PREPARATION: TRACK

No	Task	Who is responsible?	Progress report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>General</b>							
1.	Determine meeting dates and time							
2.	Compile sub-committee and job description – use checklist							
3.	Survey and assessment of venue, facilities and equipment per event list in programme							
4.	Determine electrical requirements							
5.	Book an electrician to be on site for the event							
6.	Arrange for electrical inspection							
7.	Arrange for flood light inspection							
8.	Arrange for plumbing inspection							
9.	Book a plumber for event							
10.	Check ablution facilities <ul style="list-style-type: none"> <li>- Hygiene</li> <li>- Prescribed number per number of people attending</li> <li>- Determine cleaning procedure</li> </ul>							
11.	Check equipment for competition secretariat and meeting administration							
12.	Check outside equipment for event to meet the standards of ASA and IAAF (Track and Field)							
13.	Prepare competition area – see checklist per event							
14.	Prepare warm-up area							
15.	Prepare call rooms							
16.	Check advertising material							
17.	Put up advertising material							
18.	Check advertising material according to rules and standards set by ASA & IAAF							
19.	Budget for identified items							

No	Task	Who is responsible ?	Progress report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
20.	Arrange for power inspection at electronic timing booth and announcers booth							

Sources: Fourie, 2012[e]:11-17; Coetzer, 2011: Personal interview; Glad & Roe, 2002:99-110; ASA-The ASA Technical Manual, 2002:10-12; IAAF Handbook, 2002- 2003:75-78;

**CHECKLIST 15: SPECIFIC EVENT CONCERNS REGARDING SAFETY AND SECURITY (cf. Table 4:25)**

Date:.....Name.....Title.....Number:.....

<b>Pre-Event Protocol</b>					
<b>No</b>	<b>Topic</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>	<b>Signed off</b>
1.	Have an adequate number of security personnel been reserved for the event?				
2.	Is all safety equipment in place, such as lights at staircases, chairs in the pavilion?				
3.	Have ancillary facilities (bathrooms, parking lots, traffic, etc.) been inspected before the event to detect problems?				
4.	Do you have a regular updated security plan?				
5.	Do you update the security plan according to the event?				
6.	Do you have an emergency communication procedure in place?				
7.	Are there enough trash receptacles, and are they emptied properly and in a timely fashion?				
8.	Are pictures taken of the facility before the event (both general areas and key problem areas)?				
<b>Event Protocol</b>					
9.	Is a VOC (JOC) established? <ul style="list-style-type: none"> <li>• Crisis communication plan &amp; Protocol according to the Disaster Management Act, 2002 (Act No 57 of 2002)</li> <li>• Contingency Plan</li> <li>• A clear and concise VOC chain of command communication protocol</li> <li>• A clear and concise decision making matrix for the purposes of addressing safety and security incidents at an event.</li> </ul>				
10.	Who will staff VOC (JOC)?				
11.	Are weather conditions tracked?				
12.	Will adequate supervision be provided throughout the event (before, during and after)?				
13.	Is adequate supervision provided for participants and officials?				

No	Topic	Yes	No	Comments	Signed off
14.	Is adequate supervision provided for spectators?				
15.	Is there a system in place to track keys?				
16.	Is there a system in place to avoid/prevent theft of equipment and other property?				
17.	Will accreditation be used at the event?				
18.	Will doors be monitored and will some doors have limited access?				
19.	Will some areas be monitored and will some areas have limited access, e.g. Warm up area?				
20.	Will all event staff wear identifiable clothing?				
21.	Will there be event staff members roaming amongst the crowd?				
	<b>Parking lot safety</b>				
22.	Are there a parking lot attendant(s)?				
23.	Is there adequate line of sight for any attendant to see the lot?				
24.	Lighting at the parking lots?				
25.	Does (Do) the attendant(s) regularly patrol the lot?				
26.	How frequently is the parking lot patrolled before the event?				
27.	How frequently is the parking lot patrolled during the event?				
28.	How frequently is the parking lot patrolled after the event and until when?				
29.	Are there adequate signage directing people to the facility and other locations?				
30.	Is external access limited by fences or other means?				
31.	Is additional security provided when the parking lot is in a neighbourhood with a high crime rate?				
32.	Is there adequate parking for persons that are handicapped				
33.	Are there adequate bus parking and safe movement areas for those leaving buses?				
	<b>Major disaster</b>				
34.	Do you have a written bomb scare statement or evacuation statement available for the Public Address System Announcers to use?				
35.	Do you have regular meetings with law enforcement personnel to discuss the safety of the vicinity of the stadium?				
36.	Do you practise mock drills to simulate response to disaster with key personnel of the event?				
37.	Are back-up phones, walkie-talkies, mobile phones available?				
38.	Specially trained staff constantly looking for suspicious behaviour?				
39.	Are packages checked before entering the facility?				

No	Topic	Yes	No	Comments	Signed off
40.	Are event personnel trained to check packages?				
41.	Who is responsible for providing security measures?				
42.	If security is outsourced, are there indemnity and hold-harmless provisions in the contract to protect the facility?				

This checklist must be used and updated according to the most current Safety at Sport and Recreational Events Act, 2010 (Act, No 2 of 2010) and Disaster Management Act, 2002 (Act No 57 of 2002)

Sources: Coetzer, 2012: Personal interview; Guidelines for staging events within the City of Cape Town: 2010: 1 – 4; Boukes & Fourie, 2004:11-14.



**CHECKLIST 16: TECHNICAL CHECKLIST – 2 WEEKS PRIOR TO THE EVENT**  
**(cf. Table 4.26 on CD)**

<b>No.</b>	<b>Task</b>	<b>What to assess</b>	<b>What to do</b>	<b>Final Check</b>
1.	Equipment ordered	Check receipt File documentation	Follow up equipment ordered but not received.	
2.	Equipment	All equipment in store room	Store to be easily accessible.	
3.	Temporary structures	Confirm what was ordered	Construct and put up all tents, etc.  Apply safety and risk management and assessment.	
4.	Temporary track or throwing events facilities	Preparation and work done	Complete work done  Safety and Risk Management and assessment.	
5.	All-weather track	Check permanent marking on track	Re-mark if necessary Re-survey if necessary.	
6.	If no person was specifically made responsible for look at the medical and paramedical services	Assess needs Confirm availability	Prepare rooms Ensure all equipment is available as required.	
7.	Electronic Timing and all other electronic equipment including the PA System	Asses that all equipment works.  Maintenance done if necessary	Maintenance or repairs if necessary  Final test day before and on day.	
8.	Volunteers and Support Staff	Confirm a practice session with volunteers.  Confirm presence of support staff.	Practise a day or two before event.	

Sources: FSA Competition Checklist, 2005:5-6; Glad & Roe, 2002:43.

**CHECKLIST 17: TECHNICAL ARRANGEMENTS (cf. Table 4.27 on CD)**

No.	What needs to be done?	Who on committee is responsible?	Name of person responsible.
1.	Submit timetables for the event.	Chairperson Track and Field Commission	
2.	Entry standards.	Chairperson Track and Field Commission in conjunction with selectors.	
3.	Implements to be used	Technical Manager	
4.	Determine qualifying standards for the field events	Chairperson Track and Field Commission in conjunction with selectors.	
5.	Determine the basis on which heats and qualifying rounds will be managed	Chairperson Track and Field Commission in conjunction with Referees.	
6.	Technical Regulations to be issued to all competition members in good time before the competition	Technical Manager in conjunction with Secretary	
7.	Responsible for all technical preparations of the event	Technical Manager & Committee	
8.	In competitions under IAAF Rules 1 (a), (b), (c), the Technical Manager shall chair the Technical Meeting and shall brief the Technical Officials.	Technical Manager	
9.	Control entries and have the right to reject them for technical reasons or in accordance with Rule 146.1. (Rejection for reasons other than technical must result from a ruling of the IAAF or the appropriate Area Council). This could be broken down in a South African context to the province, club, or any Associate Member of ASA	Secretary of LOC	

**CHECKLIST 18: SUPPORT STAFF (cf. Table 4:28 on CD)**

No.	Kind of support staff needed	What for?	LOC Responsibility	Name of LOC member responsible
1.	Electrician	<p>All electricity needs:</p> <ul style="list-style-type: none"> <li>- Determine all electrical requirements in collaboration with LOC member.</li> <li>- Ensure that all electrical points are tested and live.</li> <li>- Be available on site or on standby depending on the complexity and level of event.</li> <li>- Full electrical inspection 2 days prior to event.</li> </ul>	<p>Arrange electrician and determine all electrical needs.</p> <p>Budget for all identified needs.</p> <p>Ensure a full electrical inspection two (2) days prior to the event.</p> <p>Arrange for an electrician to be on site or on standby depending on the complexity and level of the event.</p>	
2.	Floodlights	<p>Test the lights</p> <p>Repair the lights</p> <p>Be available on site or on standby depending on the complexity and level of the event.</p>	<p>Arrange inspection of floodlights</p> <p>Budget for reparations.</p> <p>Arrange for an electrician to be on site or on standby depending on the complexity and level of the event.</p>	
3.	Plumbing	<p>Do a complete check on all plumbing.</p> <p>Repair what needs to be done.</p> <p>Be available on site or on standby depending on the complexity and level of the event.</p>	<p>Arrange inspection of all plumbing.</p> <p>Budget for all reparations.</p> <p>Arrange for a plumber to be on site or on standby depending on the complexity and level of the event.</p>	
4.	Ablution blocks	<p>Repair all as identified</p>	<p>Check all ablution blocks and assure all toilets work and water at basins works.</p> <p>Check that all ablution blocks are clean.</p> <p>Arrange applicable person to</p>	

			<p>do repairs as determined.</p> <p>Budget for all repairs and other identified costs.</p> <p>Identify separate ablution facilities and mark them for:</p> <ul style="list-style-type: none"> <li>- Public</li> <li>- VIP</li> <li>- Athletes</li> <li>- Doping</li> </ul> <p>Arrange security at these venues for access control.</p> <p>Determine amount of toilet paper to be available throughout the event.</p>	
		Cleaning staff - keep ablution block clean and manage the distribution of toilet paper.		
5.	Competition Secretariat	Identify and check venue for competition secretariat; determine equipment needs	Secretary to determine needs and ensure that venue is prepared.	

## CHECKLIST 19: TECHNICAL REQUIREMENTS FOR AN ASA TRACK AND FIELD EVENT (cf. Figure 4.8)

### TECHNICAL REQUIREMENTS FOR AN ASA TRACK AND FIELD EVENT

#### EQUIPMENT

All equipment must be in good working order and according to specifications and safety regulations.  
They must conform to IAAF standards.

The stadium must have the following sets of equipment:

EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Pole vault</b>	Pole Vault Area	2				
	Pole Vault Box	2				One on either side of run up
	Adjustable uprights for Pole Vault	1				With wheels; From 2m to 6.5m
	Pole Vault poles					
	Pole Vault Cross Bars 4.5m	1				
	Pole Vault Landing mats	1				
	Wind sock	1				
	Coloured markers (sets)	8				1 set = 2 markers
	Pole Vault Measuring apparatus	1				
	Height Indicators	1				Show height of each attempt
	Flags White	1				
	Flags Red	1				
	Flags Yellow	1				
	Clipboards + black pens	2				

EVENT	EQUIPMENT & IMPEIMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>High Jump</b>	High Jump Area	2				
	Adjustable uprights for High Jump	2				
	High Jump Cross Bars 4m	2				
	High Jump Landing mats	2				
	Wind sock	1				
	Coloured markers (sets)	16				1 set = 2 markers = Tape
	High Jump Measuring apparatus	2				
	Height Indicators	2				Show height of each attempt
	Flags White	2				
	Flags Red	2				
	Flags Yellow	2				
	Clipboards + black pens	4				
	Masking tape (roles)	2				
EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Long and Triple Jump</b>	Sand Pits	4				2 Pits on either side of run ups
	Long Jump take-off areas	4				Between 1m & 3m from pits
	Triple Jump take-off areas	4				9m, 11m & 13m from pits
	Take-off boards (set)	2				
	Pleistocene indicators	4				2 Spare & for run ups
	Wind sock	2				
	Coloured markers (sets)	32				1 set = 2 markers = Tape
	Measuring tapes 20m or 50m	2				
	Spike pens	2				
EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
	Long Jump distance boards	2				Marked: 5m, 6m, to 9m
	Triple Jump distance boards	2				Marked: 10m, 11m, to 17m
	Distance Indicators	2				Show distance of each attempt
	Wind Gauges	2				
	Flags White	4				
	Flags Red	4				

	Flags Yellow	2				
	Clipboards + black pens	5				
	Rakes	2				
	Hand Brooms	2				
	Clay Roller or Pallet knife	2				

EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Shot Put</b>	Shot Put Area	2				
	Shot Put Circles	2				
	Stop boards	2				
	Wind sock	2				
	Measuring tapes 50m	2				
	Spike pens	2				
	Distance marker boxes Shot Put	2				Marked: 14m, 15m to 20m
	Distance Indicators	2				Show distance of each attempt
	Sector Tape lines	4				25m Long
	Flags White	4				
	Flags Red	4				
	Flags Yellow	2				
	Clipboards	4				
	Shot 7,26kg	5				Red
	Shot 6kg	5				Blue
	Shot 5kg	5				Green
	Shot 4kg	5				Yellow
	Shot 3kg	5				Orange
	Shot 2kg	5				White
EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Javelin Throw</b>	Javelin Throw Area	2				
	Wind sock	1				
	Measuring tapes 100m	1				





	Discus 1kg	5				Yellow
	Discus 0,75kg	5				White
	Hammer 7,26kg	5				Red
	Hammer 6kg	5				Blue
	Hammer 5kg	5				Green
	Hammer 4kg	5				Yellow

EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Track</b>	Hurdles	110				Adjustable in height and weight
	Steeple Chase Hurdles	4				Adjustable in height
	Steeple Chase Hurdle Water Jump	1				Adjustable in height
	Photo Finish system	2				1 as Backup
	Wind Gauges	1				
	Flags White	2				
	Flags Red	2				
	Flags Yellow	12				
	Stop Watches	20				
	Starting Pistols	2				
	Ammunition for Starting Pistol	200				
	False Start Control Apparatus	1				
	Headphones	2				
	Starting Blocks	20				
	Microphones for Starting Blocks	10				
	Lane Boxes (sets)	2				Lane 1 to 10
	Masking tape (roles)	12				For Umpires
	Baskets for clothes	30				
	Traffic Cones for stagger starts	30				
	Traffic Cones 800m cut in 5cm High	10				
	Relay Batons	10				
	Lap Counter & Bell	1				

	Megaphones	2				
	Infield Clock	2				
	Wind Clock / Indicator Board	1				
	Clipboards + black pens	16				
<b>EVENT</b>	<b>EQUIPMENT &amp; IMPLEMENTS</b>	<b>TOTAL</b>	<b>AVAILABLE</b>	<b>NOT AVAILABLE</b>	<b>CONTROL COLUMN</b>	<b>REMARKS</b>
<b>General</b>	Assizing kid	1				
	Brooms	4				
	Flag Poles	5				
	Flags Red	5				Spare
	Flags White	5				Spare
	Flags Yellow	5				Spare
	Garden Forks	2				Long & Triple Jump
	Lighting	1				Minimum of 1200 lux
	Rakes	1				Spare for Long & Triple Jump
	Spades	2				Long & Triple Jump
	Sponge Roller	2				To dry Track
	Starting Pistols	1				Spare
	Ammunition for Starting Pistol	500				Determined by event programme
	Two Way Radios	10				
	Warm Up area	1				Implements for Warm up
	Wind Gauges	1				Spare
	High Jump Cross Bars 4m	2				Spare
	Pole Vault Cross Bars 4,5m	2				Spare
	Megaphones	2				1 X Warm up area; 1 X Spare
	Hurdles	20				For Warm-Up Area
<b>EVENT</b>	<b>EQUIPMENT &amp; IMPLEMENTS</b>	<b>TOTAL</b>	<b>AVAILABLE</b>	<b>NOT AVAILABLE</b>	<b>CONTROL COLUMN</b>	<b>REMARKS</b>
Rooms						
	Announcers' Booth	1				
	Doping - refer to Guidelines	1				cf. Table 4.79 & Checklist 85 on CD.

	Media Centre - refer to Guidelines	1				cf. Table 4:100 & Checklist 106 on CD.
	Medical Rooms - refer to Guidelines	1				cf. Table 4:96 & Checklist 102 on CD.
	Meeting Directors' Room	1				
	Photo Finish Room	1				Electronic Timing Devices (2) One to be nominated A system and the other as backup system B
	Results Room	1				
	Technical Managers' Room	1				
	Technical Officials' Room	1				
	Technical Officials' Lecture Room	1				
	TIC	1				
	VIP Lounge	1				

Source: Coetzer, 2011: Personal interview; ASA Checklist, 2006.

**CHECKLIST 20: PRE-MEETING INSPECTIONS A DAY BEFORE THE MEETING  
& THE DAY OF THE MEETING**

Use with the current IAAF rulebook.

NO	CHECK	CHECK FOR	REMARKS
1.	<b>COMPETITION SECRETARY &amp; MEETING ADMINISTRATION</b>		
		Location of TIC - access, results from photo finish, judges, time keepers, distance to duplicating room and visibility of the track	
		Weather proofing if outside	
		Electrical power - minimum 2 sockets with additional if results are done there	
		2 x Tables	
		4 x Chairs	
		Files x 2 - baskets x 3, stapler, punch, staples, highlighters X 3 different colours	
		Runners - x 10 ( 2-3 per area depending on distance)	
		Training session with Volunteers 2 days or a day before the event. Determine based on level of event if more than one training session is required.	
		Discuss and review distribution of revised list / result collection and distribution	
		If also used by Competition Directors 1x table 3 x chairs	
		Duplicating room + Control Table	
		Photocopy machines = 3 + 1 x standby & technician on standby or on site depending on the level of event.	
		Number and speed of photocopiers - is service person available? Are they geared for results distribution? Do they have system? Assess the system.	
		Programme & Pre-Programme	
		Review the length and number of events in pre-programme and time allocation - is there a good break between the two programmes?	
		Do we have a lane draw system for pre-programme and what is the influence on the number of young athletes in pre-programme? Potential for poor organisation?	
		Notice boards for draw lists & results	
NO	CHECK	CHECK FOR	REMARKS
2.	<b>TECHNICAL OFFICIALS</b>		
		Meeting room for TOs	
		Placing and standby TOs	
		Food & drinks, also during the meeting	
		Distribution of refreshments	

NO	CHECK	CHECK FOR	REKMARKS
3.	CALL ROOM		
		Placing	
		Equipment and needs (tape, megaphone, pins, etc.)	
		Call room - vest sheets, tape (duct tape), suggest also cloth and pins for large covering	
NO	CHECK	CHECK FOR	REMARKS
4.	TIC		
		Extra batteries for Wind Gauges and Stopwatches Withdrawal forms Spelling Correction forms Appeal Forms Change Official Notice forms	Information to announcer
NO	CHECK	CHECK FOR	REMARKS
5.	TRACK		
		2 x Starting pistols and ammunition	Test equipment day before
		Wind gauges - + - signs	
		Photo finish: Are there two (separate systems); check all cable points (test) - double transducers – 2 x infield clocks & stands	
		Protection for photocells	
		Manholes for cables under track	
		Finish lines painted	
		Consider the number of people in the Photo finish / electronic area - is there enough space?	
		Location / Visibility of track – track judges, timekeepers - How many each?	
		System for delivery of results from photo finish / track judges (chutes.)	
		Lap scoring system - automatic or plate numbers, bell	
		Break marks 800 / flags & small cones	
		Kerb in place - flags / cones for field event crossing.	
		Check track markings for distance event.	
		Steeplechase – are hurdles secure? Water in water jump? Can hurdles be adjusted to accommodate race for women?	
		Condition of hurdles and ability to be changed for heights	
		Tape & flags for umpires	
		Flags & or light systems	
		Cones for stagger starts; long distances	
		Race Walk warning signs	
		Notice board with pen and eraser for RW	

NO	CHECK	CHECK FOR	REMARKS
6.	<b>FIELD EVENTS</b>		
	<i>Field General</i>	Windssocks	
		Distance & Height indicator boards	
		White, Red & Yellow flags	
		Big cones	
		Assizing equipment	
		Check all implements	
		Distant indicators	
		Record indicators	
		Shade for athletes	
		Countdown clocks / stopwatches for each field event	
NO	CHECK	CHECK FOR	REMARKS
7.	<b>THROWS</b>		
		Measure all sectors. Are all lines in place?	
		Are all centre lines of circles done and centre of circles marked?	
		Are circle rings correct? JT arch? SP stop block?	
		Qualifying arcs done	
		Discus & hammer cage, do gates work? Netting tests? holes?	
		Can throwing direction be changed (JT)?	
		Hammer - danger sector size, gates; consider crowd / athlete protection / check events during hammer.	
		Throwing implements, assizing equipment, certificates system, etc	
NO	CHECK	CHECK FOR	REMARKS
8.	<b>JUMPS</b>		
	<i>Long &amp; Triple Jump</i>	Sand in pit - level of sand / firmness	
		Long / triple take-off boards	
		Pit size; bunting to indicate pit size	
		Pleistocene strips - roller - replacement - wind gauge	
		Wind gauges & indicator boards	
		Runway & cover plates for takeoff boards	
	<i>High Jump</i>	Zero line – uprights position and correct	
		Landing area	
		Measuring apparatus	
		Correct crossbar and end pieces	
	<i>Pole Vault</i>	Set up bent pole - uprights - side markings - back box zero line mark	
		Crossbar support correct length	
		Landing area	
		Correct crossbar and end pieces	
		Measuring apparatus	
		Apparatus putting up crossbar	

<b>NO</b>	<b>CHECK</b>	<b>CHECK FOR</b>	<b>REMARKS</b>
<b>9.</b>	<b>DOPING</b>		
		Secure working area (administration)	
		Waiting area	
		Toilet facilities x 2 Men & Women	
		Tables in administration area (2)	
		Chairs (12) (	
		Sealed bottles of mineral water (still) and 2 sealed containers of mixed drinks per competitor to be tested.	
		Lockable fridge or cooler box.	
		Magazines/Newspapers.	
		Refuse Bins (2) + Black bags.	
		Soap.	
		2 x Paper towels	
		Sealed bottles of mineral water (still) and 2 sealed containers of mixed drinks per competitor to be tested.	
<b>NO</b>	<b>CHECK</b>	<b>CHECK FOR</b>	<b>REMARKS</b>
<b>10.</b>	<b>HOSPITALITY</b>		
		VIP facility - safety & parking	
		Accreditation and welcoming	
<b>NO</b>	<b>CHECK</b>	<b>CHECK FOR</b>	<b>REMARKS</b>
<b>11.</b>	<b>SECURITY</b>		
		JOC - placing (not in media booths or media centre)	
		Consider security of athletes / coaches in to the stadium / competition area	
		Security & Risk Management plan	
<b>NO</b>	<b>CHECK</b>	<b>CHECK FOR</b>	<b>REMARKS</b>
<b>12.</b>	<b>MEDIA</b>		
		Booths for Radio	
		Booths for TV	
		Placing of scaffoldings & cameras	
		Safe parking for TV van	
		Booths for press	
		Telephone lines	
		Baskets for results at all the booths	
		Press Packages and accreditation	
<b>NO</b>	<b>CHECK</b>	<b>CHECK FOR</b>	<b>REMARKS</b>
<b>13.</b>	<b>GENERAL</b>		
		Flood lights	
		Standby technicians (Photocopiers, electrical, telephone, etc)	
		Radios for meeting & network	
		Direction and information boards and venue names identifying accreditation system coding	

**CHECKLIST 21: FORM TO REPORT PROBLEMS OR POSITIVES DURING THE EVENT (cf. Figure 4.10)**

**NAME OF EVENT:** .....**DATE**.....

**This form could be used for track and field events**

NO	EVENT	SITUATION/PROBLEM	DECISION/SOLUTION	POSITIVE EXPERIENCE	REMARKS

HAND IN TO THE TIC AFTER THE SPECIFIC EVENT HAS BEEN COMPLETED. IF A ZERO REPORT, ALSO HAND IN TO THE TIC.

1. CALL A DEBRIEFING MEETING DURING THE EVENT: YES/NO
2. DISCUSS DURING DEBRIEFING MEETING AFTER THE EVENT: YES/NO
3. STAND OVER TO FINAL DEBRIEFING MEETING: YES/NO

The Referee or Chief official at the event must be present at the meeting if YES is answered



**CHECKLIST 22: ON THE DAY CHECKLIST –TECHNICAL PREPARATION (cf. Figure 4.11)**

<b>NO.</b>	<b>CHECK</b>	<b>CHECK WHAT</b>	<b>WHO REPORTS</b>	<b>REMARKS</b>
1.	Equipment	Set out all equipment as described in each checklist.	Convener reports to Technical Manager.	
2.	Judges' and Time Keepers' Stands	If loose – set out according to rules Make sure that all chairs are clean Ensure communication line works to Electronic Timing Room	Convener reports to Technical Manager.	
3.	Set up hurdles (if first event)	Check that hurdles are on the right distance marks. Check hurdles for correct height. Check all hurdles for above (This is applicable to all Hurdle events).	Convener reports to Technical Manager.	
4.	Fill water jump for steeplechase (if applicable)	Check level of water.	Convener reports to Technical Manager.	
5.	Place starting blocks at start of first race	Check each starting block to ensure i grips properly. Check cart to transport blocks. Ensure that volunteers know what to do.	Convener reports to Technical Mangers.	
6.	Set up all chairs, tables, umbrellas, gazebos, water points, benches	Check the positions of the chairs, etc. that they are placed according to the rules and safe for all to use.	Convener reports to Technical Manager.	
7.	Place Scoreboards	Place scoreboards at each field event If electronic, ensure proper functioning. Ensure volunteer knows how to show information to public.	Convener reports to Technical Manager	
8.	Ensure all storage racks (pole vault, shot, discus, hammer , javelin) are in place	Check that equipment complies with the rules. Ensure risk and safety management is applied.	Convener reports to Technical Manager	
9.	Awards Stand	Ensure that awards stand (if used) is set up at the place agreed to by the ASA Technical Delegate.	Convener reports to Technical Manager	
10.	Ensure that Competition Secretariat, Announcer, Competition Director, Call Room, Warming Up area, Doping and other operational areas are set up as requested.	Check that all equipment and chair, tables and other requested are set up	Conveners reports to Technical Manager	

**CHECKLIST 23: CLEARING OF COMPETITION AREA AND CLOSING OF THE VENUES**  
**(cf. Figure 4.14)**

<b>NO</b>	<b>CHECK</b>	<b>WHAT TO DO</b>	<b>WHEN</b>	<b>REMARKS</b>
1.	All equipment on the Track.	Return to Storage Room. Check all equipment in and record damages.	After each event has been completed. Last event – return to Storage Room.	
2.	All equipment on the Field.	Return to Storage Room. Check all equipment in and report and record damages.	After each event has been completed. Last event – return to Storage Room.	
3.	All equipment at the Warming-Up area.	Return to Storage Room Check all equipment in and record damages.	After each event has been completed. Last event – return to Storage Room.	
4.	Media Centre and Press Rooms.	Disconnect phones en lock away.	After media have completed their work.	
5.	Announcer's booth.	Lock PA System.	After all announcements have been made.	
6.	Photo-copy Centre.	Switch off all Photo-copy machines. Lock Centre.	After all copies have been made. After all teams have received their copies.	
7.	Assess equipment as it is returned.	Document the condition of all equipment. Report all losses and damaged equipment.	As returned.  At De-briefing meeting.	
8.	All venues used	Switch off all lights and equipment. Lock the venue.	After the event.	

**CHECKLIST 24: CRITERIA FOR THE WARM-UP AREA (cf. Table 4.29 in text)**

NO.	CRITERIA	POSSIBLE ALTERNATIVE	REMARKS
1.	A full sized warm-up track close to the main stadium.	50 – 100m synthetic strip with 3 – 5 lanes.	
2.	A separate area (ideally with grass) for runners, particularly middle and long distance runners.	Clearly identify area if warm-up is restricted regarding space.	
3.	A completely separate area for throwing events. Could also be a separate place other than where the track athletes warm-up.	Ensure the throwing area per event is safe for the field athlete but also for the track athletes in the warm-up area.	
4.	An indoor warming up area close to the Call Room. This is considered a plus.	Not always possible at all stadiums in South Africa.	
5.	A facility for the Jumps. Sand-pit for Long Jump and Triple Jump with synthetic run-up.  High Jump Pit with synthetic run-up.	If not possible at least a synthetic run-up with 3 – 5 lanes.	
6.	Security Staff and Accreditation applicable at the warm-up area.	Security Staff and Accreditation applicable at the warm-up area. If no accreditation system is used safety and security is compulsory at all times.	

<b>NO.</b>	<b>CRITERIA</b>	<b>POSSIBLE ALTERNATIVE</b>	<b>REMARKS</b>
7.	Equipment where possible the same as that which is provided for the competition.	Equipment where possible the same as that which is provided for the competition.	
8.	Changing rooms and toilets.	If no permanent structures are available on the warm-up area, temporary changing rooms and toilets may be erected.	
9.	Shade shelters.	Shade shelters – may also be umbrellas and gazebos.	
10.	Drinking water.	Purified bottled water	
11.	Areas for medical staff to work: Medical staff provided by event organisers Medical staff from teams.	Areas for medical staff to work.  Medical staff provided by event organisers Medical staff from teams.	
12.	Public address system/ scoreboard – with call room times.	Public address system/ scoreboard – with call room times.	
13.	Officials and volunteers to assist athletes and coaches and to look after the safety and security of the athletes.	Officials and volunteers to assist athletes and coaches and to look after the safety and security of the athletes.	

**CHECKLIST 25: TIME TABLE TO ENTER CALL ROOM (cf. Table 4.30 in text)**

Events	Time
All running events	30 minutes
Hurdles races and relays	35 minutes
Shot Put	40 minutes
Other throwing events	50 minutes
Long Jump & Triple Jump	50 minutes
High Jump	60 minutes
Pole Vault	80 minutes

Source: ASA -The ASA Technical Manual, 2002:15; XIX Universiade – Sicilia 97 Athletics, 1997:3.  
These were also used at the 2010 USSA Athletics Championships in Potchefstroom.

**CHECKLIST 26: TIME TABLE TO ENTER THE TRACK (cf. Table 4.31 in text)**

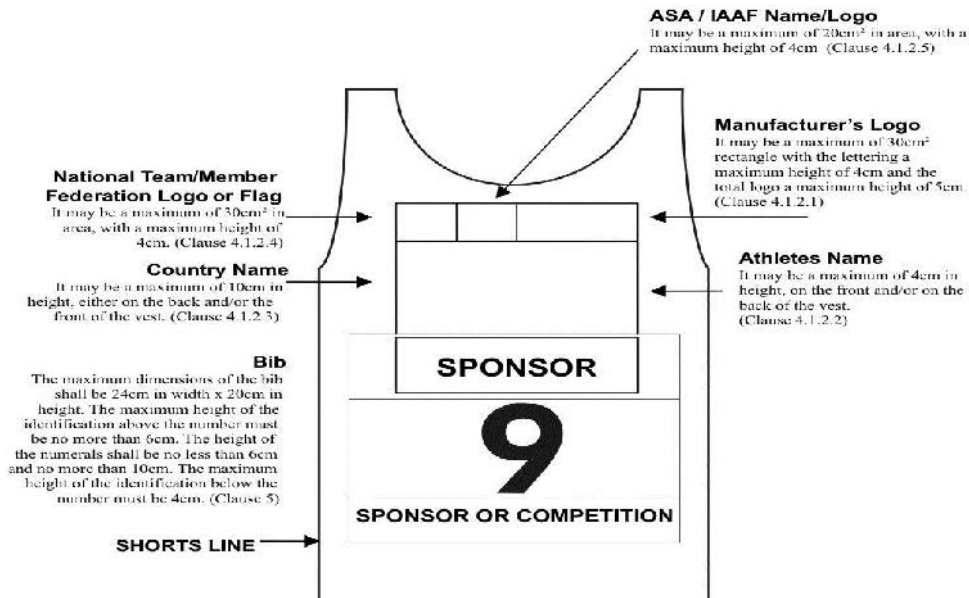
Events	Time
All running events	10 minutes
Hurdles races and relays	15 minutes
Shot Put	20 minutes
Other throwing events	30 minutes
Long Jump & Triple Jump	30 minutes
High Jump	40 minutes
Pole Vault	60 minutes

Source: Botha: Personal interview, 2010; XIX Universiade – Sicilia 97 Athletics, 1997:3.  
These were also used at the 2010 USSA Athletics Championships in Potchefstroom.

## CHECKLIST 27: VEST A - NATIONAL VEST (cf. Figure 4.15)

### VEST A (NATIONAL VEST)

All Competitions under ASA / IAAF Rule 1 except for Club Competitions



#### LOWER BODY AT TIRE:

##### Manufacturer's Logo

It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.1)

##### ASA / IAAF Name/Logo

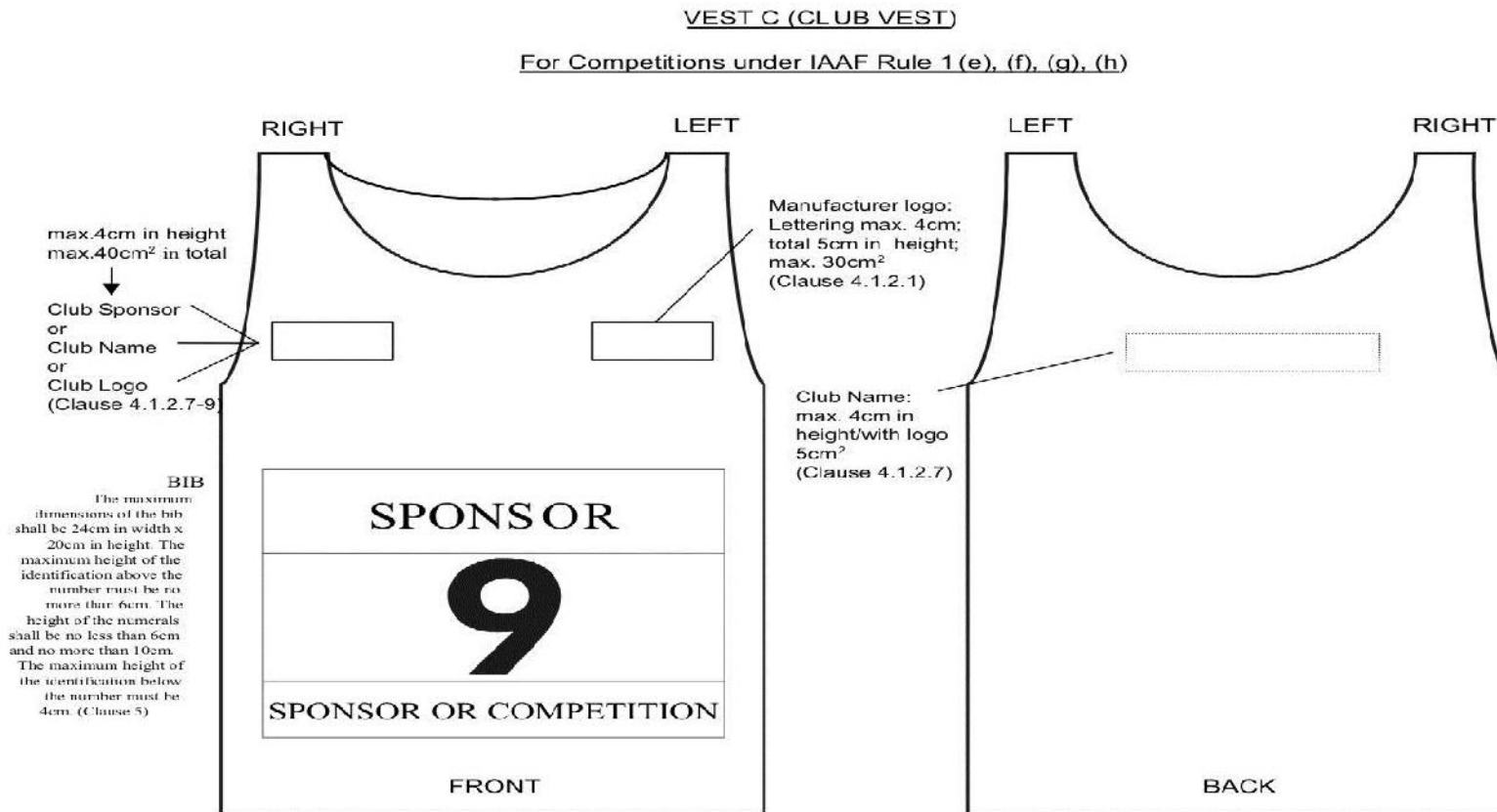
It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.2)

##### Socks

It may be a maximum of 5cm<sup>2</sup> in area, with a maximum height of 2.5cm. (Clause 4.1.3.3)

Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:35

**CHECKLIST 28: VEST C – CLUB VEST (cf. Figure 4.16)**



Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:36.

**CHECKLIST 29: VEST A – NATIONAL VEST - WITH SPONSOR (cf. Figure 4.17)**

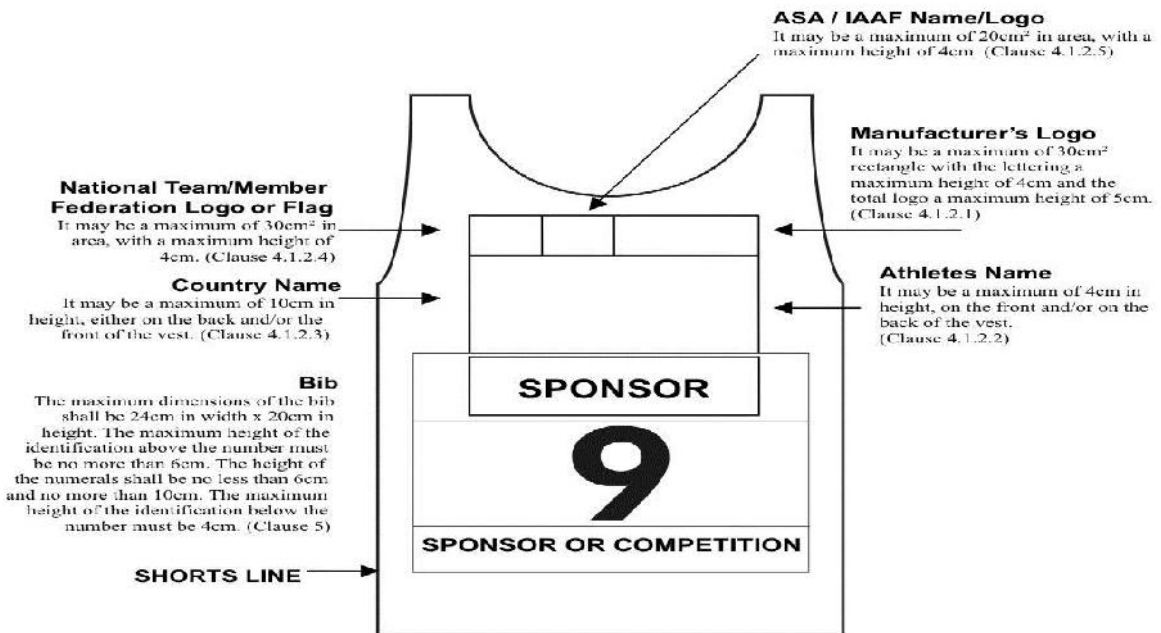
**VEST A (NATIONAL VEST)**

**All Competitions under ASA / IAAF Rule 1 except for Club Competitions**

**All Competitions under IAAF Rule 1 (b), (c), (e) (f - except for any Competitions staged or organised by or on behalf of the IAAF, such as the Grand Prix Final and the IAAF World Cup), (g), (h)**

**NATIONAL SPONSOR**

The name/logo may be 30cm<sup>2</sup> in area, with a maximum height of 5cm. For matches between members (IAAF Rule 12.1 (e)), the name of the national sponsor may be a maximum of 8cm in height, if agreed between the competing members. (Clause 4.1.2.6)



**LOWER BODY AT TIRE:**

**Manufacturer's Logo**

It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.1)

**ASA / IAAF Name/Logo**

It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.2)

**Socks**

It may be a maximum of 5cm<sup>2</sup> in area, with a maximum height of 2.5cm. (Clause 4.1.3.3)

Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:36.



**CHECKLIST 30: TECHNICAL OFFICIALS IN THE CALL ROOM**

**COMPETITION:**..... **EVENT:**.....

**NAME OF ATHLETE:** ..... **BIB NO.**.....

No	What to look at	Rule criteria	Pass	Confiscated
1.	Bag	Check devices in bag		
2.	Competition Clothing	Use Vest Sheet; Refer to IAAF Rules 143 (Regulations, 2005: 11-16 );		
3.	Spikes	Spike length according to event; Refer to IAAF Rule 143.		
4.	Sole and heel of shoes	Check according to IAAF Rule 143.5 & 6		
5.	Sponsors' Logos	Check that any logos and markings on the athletes' clothing and competition kit are in compliance with the rules. Cover all conflicting sponsors.		
6.	Bibs	Check that the number bibs are worn correctly. Refer to IAAF Rule 143.7 and Rule 143.8		
7.	Prohibited Items	Confiscate any item(s) that athletes are prohibited from taking on to the field.	See Checklist 32	
8.	Hip numbers	Issue hip numbers to track athletes (if applicable at event).		

No	What to look at	Rule criteria	Remarks	Confiscated
9.	Final preparation of athlete	Need to be done before the athlete enter the competition area		
10.	Time Management	Ensure athletes enter competition area on time according to the scheduled time table in the programme.		
11.	Ensure athletes move on time	From Call Room 1 to Call Room 2		
12.	Correct heat or round	Ensure athletes are in right heats, rounds or field groups as seeded.		
13	Communicate to the Competition Director	Report all information, corrections and differences on lane draws experienced at the call room		

Sources: IAAF Competition 2010-2011:127-128; ASA -The ASA Technical Manual for officials: 2002, Glad & Roe, 2002:63.

**CHECKLIST 31: CALL ROOM – EQUIPMENT (cf. Table 4.32)**

No	What	Why	Remarks
1.	Chairs	Athletes: 10 Technical Officials: 3	
2.	Table	Technical Officials: 1	
3.	PA System/ Megaphone	For announcements.	
4.	Vest Sheet	Technical Officials to check for adherence to criteria.	
5.	Tape (duct tape)	To cover unauthorised logos, etc.	
6.	Cloth and pins	To cover larger areas that are unauthorised.	
7.	Safety Pins	To assist athletes whose race numbers are not safely pinned to their vests	
8.	Electronic Race numbers	Hand out to athletes according to lane draws.	Pin the number with a safety pin to ensure that it sticks.
9.	Bags + tag + pen	Bags that can be locked, with a tag with the name of the athlete on. When illegitimate goods which may not be taken on the track according to IAAF Rules are taken from an athlete.	Black bags could also be used and a name tag could be attached to the bag.
10.	Name tags + Confiscation Form + Stapler + copy paper	To add Name tag to black plastic bag and confiscation form.	NB: Confiscation form must be completed in quadruplicate.



## CHECKLIST 33: EXAMPLE - AGENDA FOR TECHNICAL MEETING

### LETTERHEAD OF FEDERATION/ASSOCIATION/SCHOOL

Notice is hereby given of a Technical meeting of the ..... (name of the event) on ..... (date) at .....(time).....(venue).

#### WHO TO ATTEND:

Team Manager & Coach

Team Captain

Referee(s)

Starter

TIC Convener

Chairperson: LOC

Technical manager: LOC

President/ Chairperson of Province/Association/School

Convener: Technical officials

Convener: Call room

#### AGENDA

1. Word of welcome: President
2. Word of welcome: LOC Chairperson
3. Presentation: Referee(s)
4. Presentation: Technical officials
5. Presentation: Starter – Highlight New Rules
6. Presentation: Call Room – Procedure + Time Schedule + Confiscation procedure
7. Presentation: Technical Manager
  - 7.1 Protest procedure
  - 7.2 Appeal Procedure
  - 7.3 TIC – venue + what the managers and athletes can expect
  - 7.4 Notice Boards
  - 7.5 Assizing of equipment
  - 7.6 Qualifying procedures
  - 7.7 Starting height and cross bar raising increments

- 7.8 Qualifying heights and distances
- 7.9 Scoring and ties
- 7.10 Competitions sites
- 7.11 Warming-up procedures and venues
- 7.12 Mixed Zone operations
- 7.13 Opening and Closing Ceremony (if applicable)
- 7.14 Awards Ceremony procedures
- 7.15 Advertising Rules and Regulations
- 7.16 Doping control (if applicable) – assure managers that in case of a South African record what the procedure will be if doping control will not be present at the event.
- 7.17 Advertising Rules and Regulations
- 7.18 Answering of questions submitted in writing by federations/ clubs / teams.

8. Meeting adjourns.

.....  
(Signature)

.....  
Name of secretary  
LOC Secretary

### CHECKLIST 34: TECHNICAL OFFICIALS' FILES

No	What?	Content	Comment	Quality Check
1.	Files for Technical Officials – Track Judges	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Content: Lane Draws Black Pen Number of Files (2): 1 for the Track Referee 1 for the Official to record the results	Only give out Day 1's Lane Draws.  Keep Day 2 separate and prepare files separately for day two.	
2.	Files for Technical Officials – Electronic Timing	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Content: Lane Draws Black Pen Files: 2 sets	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.	
3.	Files for Technical Officials – Time keepers	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Content: Lane Draws Black Pen Number of Files (2) 1 for the Track Referee 1 for the Official to record the results <b>OR TIME SHEET</b>	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two  <b>PREPARED ACCORDING TO EVENT</b>	
4.	Files for Chief Technical Official per field event on programme.	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Content: Lane Draws Black Pen Number of Files (2): 1 for the Referee 1 for the Official to record the results	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two	

No	What?	Content	Comment	Quality Check
5.	Announcer	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Content: Lane Draws Black Pen Number of files will depend on the number of announcers at the event	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.  Give file with day two to announcer before the end of day 1 to enable them to prepare.	
6.	Call Room (s)	Lane Draws Day 1 Lane Draws Day 2 Checklist 21 Black Pen Number of files will depend on the number of call rooms at the event.	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.	
7.	Starter	Lane Draws of the Track only Day 1 Lane Draws of the Track only Day 2 Black Pen Checklist 21	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.	
8.	Media	Lane Draws Day 1 Lane Draws Day 2 Black Pen. Number of files will depend on the number of media at the event. 1 Set for Media Liaison officer + Checklist 21	Only give out Day 1's Lane Draws. Keep Day 2's separate and prepare files separately for day two. Prepare extra sets (Minimum 3)	
9.	Notice Board	Lane Draws Day 1 Lane Draws Day 2	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.	



No	What?	Content	Comment	Quality Check
10.	Competition Director	Lane Draws Day 1 Lane Draws Day 2 Checklist 21	Only give out Day 1's Lane Draws.  Keep Day 2's separate and prepare files separately for day two.	

## CHECKLIST 35: RESULTS PLAN

No	Events	No of Copies	Where to?	Why that number of copies?	Control
1.	<b>Lane Draws: Track</b>	<i>2nd round,</i>	<i>semi-final,</i>	<i>finals</i>	
		2	Electronic Timing	Back up I set to complete and send to Photo Copy Room	
		1	Notice Board	To put up on Notice Board See to it that the N Board is clearly divided into Lane Draws (Men & Women) 2 <sup>nd</sup> Round Semi Finals and Finals Results Men and Women Results Finals Men & Women	
		Checklist 21	TIC	To add to Track Judges' Time Keepers' Files File Starters' assistant To have back-up copies for Notice Board Control distribution of results as part of the Quality Control of the event.	
		1 per call room Checklist 21	Call Room	Update file and prepare for? athletes	
		1 per no of media Checklist 21	Media	Planning and use for commentators	
		1 per announcer & Checklist 21	Announcer	Announcements	
No	Events	No of Copies	Where to?	Why that number of copies?	Control
2.	<b>Lane Draws Field Events</b>	<i>2nd round,</i>	<i>semi-final,</i>	<i>finals</i>	
		1	Notice Board	To put up on Notice Board	
		7	TIC	To add to Specific Field File To have back-up copies for Notice Board Control distribution of results as part of the Quality Control of the	

				event.	
		1 per call room	Call Room	Update file and prepare for? athletes	
		1 per no of media	Media	Planning and use for commentators	
		1 per announcer	Announcer	Announcements	
<b>3.</b>	<b>Results Track and Field</b>	All results			
		No of media present	Media	Press, Radio & TV	
		1	Announcer		
		1	VIP		
		1	Notice Board		
		2	TIC	Quality Control File N Board File	
<b>No</b>	<b>Events</b>	<b>No of Copies</b>	<b>Where to?</b>	<b>Why that number of copies?</b>	<b>Control</b>
<b>4.</b>	<b>Results Track and Field Events (continue)</b>	<i>All results</i>			
		1	Awards Ceremony	Manage process <b>Only Finals</b>	
<b>5.</b>	<b>Results Track and Field Events (to present after each day or mail)</b>	<i>All results</i>			
		Per team attending	Federation/club/ School	Full set of results Available after each day	
		1	ASA	Mail after event	
		1	ASA Statistics	Riël Hauman (Hauman, 2012:South African Athletics Annual, PO Box 7699,Halfway House 1685 or ckok@safcol.co.za	
		1	National Federation (if not only ASA), e.g. USSA	Mail after event	

**CHECKLIST 36: URGENT NOTICE**

LOGO AND LETTERHEAD OF ASSOCIATION/CLUB/SCHOOL

**URGENT NOTICE FROM THE TIC TO**

ANNOUNCER	
ELECTRONIC TIMING	
OTHER ID:	

WHO REQUESTS?	
TIC OFFICIAL APPROVE	
TIME RECEIVED	
TIME ANNOUNCED	
TIME ATTENDED TO	

**Message:**

This form was used with great success by the researcher during the 2011 USSA Athletics Championships in Stellenbosch while working in the TIC.

# CHECKLIST 37: APPEAL FORM

## LOGO AND LETTERHEAD OF FEDERATION/ASSOCIATION/SCHOOL

### APPEAL FORM – COPY RESULT TO FILE

PROVINCE/CLUB/INSTITUTION	
RECEIPT NO (TIC)	
TIC OFFICIAL (TIC)	
AMOUNT (TIC)	
TIME RECEIVED(TIC)	
TIME APPEAL BOARD CALLED (TIC)	
TIME RESULT APPEAL RESULT RECEIVED (TIC)	
TIME MANAGER CALLED (TIC)	
IAAF RULE/ASA RULE (TIC)	

Appeal description: Specify event:

.....

.....

.....

.....

.....

.....

TEAM MANAGER:

(Please print) .....

SIGNATURE:.....CONTACT NO .....

---

RESULT OF APPEAL:

SUCCESSFUL: MONEY REFUND

UNSUCCESSFUL

CHAIRPERSON APPEAL BOARD:

(print).....(signature).....

MEMBERS OF APPEAL BOARD: (signatures).....

This form was used with great success by the researcher during the 2011 USSA Athletics Championships in Stellenbosch while working in the TIC.

### CHECKLIST 38: COPY CENTRE EQUIPMENT (cf. Table 4.34)

Equipment	Description	Why?	Check
Tables	Minimum 6	1. Quality Control 2. Copies for ASA Provinces, Schools, etc. 3. For Trays to ID Distribution - the distribution of results.	
Chairs	3 chairs		
Trays	Number of copies to be made	Each place of distribution and the copies to be made for the Federation and teams participating (Provinces, Schools or Institutions).	
Photo Copy machines	Minimum 4	1. All results Men (blue) 2. All results Women (Pink) 3. All Lane draws (White) 4. Urgent notices + to assist when ink needs to be changed or paper jam occurs in other machine, or corrections. No copy process may stand still. (Paper in all colours must be available)	
Paper	White  Blue Pink Yellow Green	Start lists (lane draws) and general information.  Results- Men Results – Women Corrections Urgent Notices	
Number of Paper reams	During Planning phase work the out the numbers of copies according to the number of events that will take place + add 20 %. White paper - add 50%.	Take into consideration the results to make for the participating teams and the other for ASA etc. as discussed.	
Maintenance and repair	On site or on call	Have ink available on site. A technician for repair and maintenance on site if a mega event, other on call. Have number visible in room.	

Source: Fourie, 2012[e]:155; Barra *et al.* 2003:176.

**CHECKLIST 39: PARTICIPATION CANCELLATION FORM**

**LOGO AND LETTERHEAD OF ASSOCIATION/SCHOOL**

**PARTICIPATION AND CANCELLATION FORM**

NAME OF ATHLETE		
BIB NO OF ATHLETE		
PROVINCE/INSTITUTION		
EVENTS TO WITHDRAW FROM		
Event	Event no	Round
Event 1:		
Event 2:		
Event 3:		
REASON FOR WITHDRAWAL		
Identify if athlete can continue with other events – id events		
Event	Event	Round
Event 1:		
Event 2:		
Event 3:		
PLEASE PRINT: NAME OF MEDICAL DR		
PRACTICE NO		
SIGNATURE MEDICAL DR		

If a complete withdrawal, the athlete's bib numbers must be submitted with this document to the TIC.

*(Copies to be added to Managers' Package, TIC documentation + Copies for Competition Doctor).*

## CHECKLIST 40: RELAYS TEAM FORM

### LETTERHEAD AND LOGO OF ASSOCIATION/CLUB/SCHOOL RELAYS TEAM FORM

Confirmation of names and running order of the relay team

SUBMIT ONE HOUR BEFORE STARTING TIME OF EVENT INDICATED IN  
PROGRAMME

**NO LATE SUBMISSIONS WILL BE ACCEPTED. IF NOT RECEIVED ON TIME THE TEAM WILL BE  
WITHDRAWN**

PLEASE PRINT

EVENT NO	EVENT		
NAME: TEAM			
INDICATE A or B Team			
NUMBER	Bib no	NAME	SURNAME
1.			
2.			
3.			
4.			

TIME SUBMITTED		NAME MANAGER	
TIME RECEIVED		TIC OFFICIAL	

Document to be copied and distributed to:

Announcer  
Take-over points  
Call Room  
Starter  
Media



**CHECKLIST 41: TECHNICAL MEETING "QUESTION" FORMS**

**LOGO AND LETTERHEAD OF ASSOCIATION/FEDERATION**

**TECHNICAL MEETING "QUESTION" FORMS**

NAME OF FEDERATION/ INSTITUTION	
NAME TEAM MANAGER	
QUESTION	REPLY TO QUESTION

**SIGNATURE TEAM MANAGER:** .....

**Hand in at Registration or at least 30 minutes prior to Technical Meeting to the chairperson of the Technical Meeting.**

**CHECKLIST 42: ASSIZING ROOM CONTROL FORM**

**LETTERHEAD AND LOGO OF ASSOCIATION/SCHOOL**

**ASSIZING ROOM CONTROL FORM**

**(Complete in duplicate)**

NAME OF ATHLETE	
BIB NO	
CONTACT NO	
EVENT NO	
EVENT TIME – according to the programme	
PROV/INSTITUTION/SCHOOL	
Description of Implement	

**SIGNATURE-ATHLETE/TEAM MANAGER: .....**

**TIME IN:**

**DATE IN:**

File original and hand copy to athlete/team manager

# CHECKLIST 43: WARM-UP EQUIPMENT FORM

## LETTERHEAD AND LOGO OF ASSOCIATION/SCHOOL

### WARM-UP EQUIPMENT FORM

NAME OF TECHNICAL OFFICIAL	
EVENT NO	
EVENT TIME – according to the programme	
PROV/INSTITUTION/SCHOOL	
Description of Implements	

**SIGNATURE TO:** .....

**TIME OUT:**

**DATE OUT:**

**TIME IN:**

**SIGNATURE TO:** .....

**SIGNATURE TO ASSIZING ROOM:** .....

## CHECKLIST 44: DOPING CONTROL REQUEST FORM

### LOGO AND LETTERHEAD OF ASSOCIATION/ SCHOOL

### DOPING CONTROL REQUEST FORM

(Complete in duplicate)

TEAM REQUESTING DOPING	
NAME ATHLETE & BIB NO	
NAME ATHLETE & BIB NO	
NAME ATHLETE & BIB NO	
NAME ATHLETE & BIB NO	
EVENT	
TIME OF EVENT	
REASON FOR REQUEST	
RECEIPT NO	
NAME OF MANAGER	
SIGNATURE MANAGER	
SIGNATURE DOPING CONTROL OFFICER	

DUPLICATE FORM TO SUBMIT TO MANAGER AFTER APPROVAL HAS BEEN GIVEN

**CHECKLIST 45: KEY TECHNICAL OFFICIALS (cf. Table 4:36 on CD)**

No	Tasks	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Appointment of Technical Officials</b>							
1.	Competition Director							
2.	Meeting Manager							
3.	Technical Manager							
4.	Competition Secretary							
5.	Call Room Manager							
6.	Announcer(s)							
7.	Scoreboard Manager							
8.	Awards Ceremony Manager							
9.	Chief Marshall							

Sources: Fourie, 2012[e]:13-16; IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; ASA – The ASA Technical Manual, 2002:20-22.

**CHECKLIST 46: TECHNICAL OFFICIALS: TRACK EVENTS (cf. Table 37 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Appointment of Track and Field Officials</b>							
1.	Track Referee							
2.	Starter(s) and Re-callers							
3.	Starter's Assistant(s)							
4.	Chief Finishing Judge							
5.	Finishing Judges							
6.	Chief Timekeeper							
7.	Timekeeper(s)							
8.	Chief Photo Finish Judge							
9.	Photo Finish Judges							
10.	Umpires							
11.	Lap Scorers							
12.	Race-walking Judges							
13.	Referee: Multi Events							
14.	Chief: - Decathlon - Heptathlon							
15.	Determine number of technical officials per category							

Sources: Fourie, 2012[e]:13-16; IAAF Competition Rules, 2010-2011:79-93; Coetzer, 2006: Personal interview; ASA - The ASA Technical Manual, 2002:20-22.

### CHECKLIST 47: STARTERS' EQUIPMENT (cf. Table 4.39 on CD)

No	Item	No needed	Comment	Check
1.	Fire arms (not clap guns)	2	Need a back-up	
2.	Megaphone	1	Need back-up batteries	
3.	Blanks		Work out the no of rounds that will cover the event programme and all the rounds + 10%. This is a budget item.	
4.	Whistle	2	Need a back-up	
5.	Safety Pins	1 packet	To assist athletes when race numbers are loose.	
6.	Warning Cards	1 set	Green, yellow and red	

Sources: Coetzer, 2011: Personal interview; Botha, J.P., 2007: Personal interview; Glad & Roe, 2002:126-128.

**CHECKLIST 48: DUTIES OF THE STARTER PRIOR TO THE COMPETITION (cf. Table 4.41 on CD)**

No	Topic	What to do	Comment
1.	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee.	
2.	Review applicable rules to the meeting.	Discuss rules with the team that will be working at the start, including re-caller(s).	Ensure that each person working at the start knows what is expected from him/her.
3.	Check the starts and finishes of each event.	Plan who will be the starter at each event to ensure that the programme stays on time and is started on the correct starting line.	
4.	Check staggers for each race	Determine 800m races – run in lanes or on stagger.	
5.	Check equipment	Starting Blocks Flags Lane markers	Determine who will remove blocks and lane markers.
6.	Starting gun and technical link to electronic timing, including the recording of the wind gauge.	Assist the Chief Photo Finish Judge with undertaking tests to ensure the equipment is started automatically by the starter's gun at each starting point and the zero control operation for the photo or video finish system is started too. Ensure that the wind gauge reading is recorded. Ensure that the electronic starting blocks are all active.	Determine supply of ammunition
7.	False start system (if in use)	Test the false start detection system if in use.	Imperative to use at all national events and international events.
8.	Starters' PA System	Test the Starters' PA system	
9.	Brief officials	Brief the Re-caller and the other starters. Include Volunteers at the start and brief them about what is expected of them.	Include all volunteers including the basket carriers; starting blocks, lane numbers & equipment carriers

Source: IAAF Competition Rules 2010-2011:120-121;135 – 148; Coetzer, 2011: Personal interview; Botha, J.P.,2007: Personal interview; Glad & Roe, 2002:126-128.



**CHECKLIST 49: DUTIES FOR THE RE-CALLER(S) PRIOR TO THE COMPETITION (cf. Table 4.42 on CD)**

No	Topic	What to do	Comment
1.	Arrive at venue 45 minutes before start of event.	Report to the Chief Starter.	
2.	Review applicable rules to the meeting.	Discuss rules with the starter and confirm any questions you have.	Determine what is expected from you as re-caller.
3.	Check the starts and finishes of each event.	Determine who will be the starter at each event to ensure that the programme stays on time and is started on the correct starting line. Identify what the starter expects from the re-caller.	
4.	Check staggers for each race.	Determine 800m races – run in lanes or on stagger.	
5.	Check the starting gun and technical link to electronic timing, including the recording of the wind gauge.	Assist the Chief Photo Finish Judge with undertaking tests to ensure the equipment is started automatically by the starter's gun at each starting point and the zero control operation for the photo or video finish system too.	
6.	Assist controlling competitors.	During the pre-race preparations and at the starting line.	
7.	Prior to start.	Position yourself as required by the Starter.	
8.	Re-Call	Help to assemble the competitors immediately for the new start immediately.	
9.	Assist Starter	Assist the Starter in accordance with the IAAF Rules.	If in position and can identify the false start assist the chief starter.
10.	Equipment	Assist with the equipment during the event.  Assist with the return of all the equipment used to its proper place.	

Source: IAAF Competition Rules 2010-2011:120-121; 135 – 148; Coetzer, 2011: Personal interview; Botha, J.P., 2007: Personal interview; Glad & Roe, 2002:126-128.

**CHECKLIST 50: INSTRUCTIONS FOR THE STARTERS' ASSISTANT (cf. Table 4.41 on CD)**

No	Topic	What to do	Comment
1.	Arrive at venue 45 minutes before start of event.	Report to the Chief Starter.	
2.	Review applicable rules to the meeting.	Discuss rules with the starter and confirm any questions you have.	Determine what is expected of you as starter's assistant.
3.	Familiarise yourself with the starts, staggers and finish locations for each race.	Walk with the starters when they check the staggers.	
4.	Relay batons	Determine the location and number of batons. Provide relay batons to the first runner of the relay race. Collect the relay baton after each relay race.	Ensure you have the batons on time for the relay events.
5.	Call-Room procedures	Familiarise yourself with the Call Room and the procedures for conducting competitors to the start of the races.	Ensure you have the time-table to enter the track.
6.	File - start lists	Obtain the final list of competitors for each race and keep updated during the meeting if changes occur. Ensure that you receive new start lists for any events that are advanced during the meeting.	
7.	Correct Lanes & Heats	Ensure that competitors are in the correct heat and lane according to the lane draw	<i>The media emphasises this aspect as it causes chaos especially when commentating live on air as reported by Ian Laxton in correspondence received on 6 May 2006.</i>
8.	Hip numbers (photo finish)	Ensure that numbers for photo finish, or hip numbers, if used, are correctly worn.	
9.	Assemble competitors	Ensure that competitors assemble about three metres behind the start line and in the correct lane.	
10.	Starter's orders	When the starter has ordered the competitors to their marks, ensure that they have assumed the correct position within their lane and behind the start line.	

No	Topic	What to do	Comment
11.	New race	When competitors are ready, assemble the competitors immediately for the new start.	
12.	Starter's assistant	Assist the Starter as required.	
13.	Starting blocks	Remove the starting block where applicable if volunteers are not available.	
14.	Return equipment	Assist with the return of all equipment used to its proper place.	
15.	Checklist 21	Submit Checklist 21: Form to report problems during the event, to the TIC.	

Source: Fourie, 2012[e]:223; IAAF Competition Rules 2010-2011:90;103 -115.

**CHECKLIST 51: VOLUNTEERS – STARTING BLOCKS (cf. Table 4.42 on CD)**

No	Topic	What to do	Comment
1.	Report at the venue.	Arrive at least 45 minutes before the start of the first event. Report to the co-ordinator that will assure that the volunteers report on time to the Chief Starter.	
2.	Fetch starting blocks	Set out starting blocks. Ensure that the electronic starting blocks register.	<i>The Technical Manager should ensure that the starting blocks are active and ready for the 1<sup>st</sup> event. If not done, this becomes the responsibility of the Volunteers and starters.</i>
3.	Starting blocks.	Ensure that all starting blocks are placed in the lanes for the first event.	
4.	During event.	Pick up starting blocks when required and transport the starting blocks to the next start.	
5.	After event.	Return starting blocks to the storeroom after the event.	
6.	Checklist 21	Submit Checklist 21: Form to report problems during the event, to the TIC.	

Source: Fourie, 2012[e]:120

**CHECKLIST 52: VOLUNTEER – BASKETS (cf. Table 4.43 on CD)**

No	Topic	What to do	Comment
1.	Report at the venue	Arrive at least 45 minutes before the start of the first event. Report to the co-ordinator that will assure that the volunteers report on time to the Chief Starter.	
2.	Starting blocks	Ensure that all starting blocks are placed in the lanes for the first event.	
3.	During event	Stand behind allocated lane, about five meters behind the start line.	Ensure that the team moves appropriately and on time without disturbing participation to the finish area.
4.	After event	Return baskets to the storeroom after the last event.	
5.	Checklist 21	Submit Checklist 21: Form to report problems during the event to the TIC.	

Source: Boukes & Fourie, 2004:120.

**CHECKLIST 53: DUTIES OF THE CHIEF FINISH JUDGE AND JUDGES PRIOR TO THE EVENT AND DURING THE EVENT (cf. Table 4.44 on CD)**

<b>No</b>	<b>Topic</b>	<b>What to do</b>	<b>Comment</b>
1.	Chief Finish Judge	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee.
2.	Check the stand	The Finish Judges need to be seated on an elevated tiered platform/stand. The lowest step being at least 2 metres above track level.	
3.	Finish Judges	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Finish judge
4.	Review rules applicable to the meeting.	All Finish Judges to ensure they know the most current rules.	
5.	Chief Finish judge	Discuss rules with Finish judges.	Ensure all talk the same language and understand the rules.
6.	Chief Judge	Allocate the positions responsible for to each finish judge.	
7.	Files Start Lists	Fetch from LIC.	
8.	Checklist 21	Submit Checklist 21: Form to report problems during the event to the TIC.	

Source: IAAF Competitions Rules 2010-2011:118; Athletics officiating, 1986:7.

**CHECKLIST 54: DUTIES OF THE CHIEF TIME KEEPER AND TIME KEEPERS  
PRIOR TO AND DURING THE EVENT (cf. Table 4.45 on CD)**

<b>No</b>	<b>Topic</b>	<b>What to do</b>	<b>Comment</b>
1.	Chief Time Keeper	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Track Referee.
2.	Check the stand	The timekeepers must operate from the same side of the track, preferably from the outside of the track, 5m from, and in line with, the finish line. They must be seated on an elevated tiered platform/stand; the lowest step being at least 2 meters above track level.	
3.	Time Keepers	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Time Keeper.
4.	Review applicable rules to the meeting.	All Time keepers to ensure they know the most current rules.	
5.	Chief Time Keeper	Discuss rules with Time keepers. Ensure time keepers know how to use and read time.	Ensure all talk the same language and understand the rules.
6.	Chief Time keeper	Allocate the positions responsible for to each time keeper.	
7.	Time keepers	Ensure that all watches work.	Ensure extra watches and batteries.
8.	Files start lists	Fetch from TIC.	
9.	Checklist 21	Submit Checklist 21: Form to report problems during the event to the TIC.	

Source: Fourie, 2012[e]:92; IAAF Competitions Rules 2010–2011:119-120 & 143-148; Athletics officiating, 1986:7.

**CHECKLIST 55: DUTIES OF THE PHOTO FINISH JUDGES PRIOR TO AND DURING THE EVENT (cf. Table 4.46 on CD)**

<b>No</b>	<b>Topic</b>	<b>What to do</b>	<b>Comment</b>
1.	Photo Finish Judges	Check equipment in conjunction with the starters.	A day before the event.
2.	Photo Finish Judges	Arrive at venue 120 minutes (2 hours) before start of event.	Report to Competition Manager and Track Referee 60 minutes prior to event.
3.	Check the equipment	Check equipment in conjunction with the starter.	Gun & Wind gauge reading
4.	Review applicable rules to the meeting.	All photo finish judges to ensure they know the most current rules.	
5.	File – Start Lists	Fetch from TIC.	
6.	Checklist 21	Submit Checklist 21: Form to report problems during the event to the TIC.	

Source: IAAF Competitions Rules 2010-2011:143-148; Glad & Roe, 2002:67; Athletics officiating 1986:49.



**CHECKLIST 56: DUTIES OF THE CHIEF UMPIRE AND UMPIRES (cf. Table 4.47 on CD)**

No	Who	What to do	Comments
1.	Chief Umpire	Arrive at least 60 minutes before the start of the first event.	Report to the Competition Secretary or the Track Events Referee
2.	Chief Umpire	Ensure that the Umpires' chairs and flags are available and set out in the right position for the first event.	.
3.	Chief Umpire	Brief the Umpires and in conjunction with the Track Event Referee assign them their places, if not determined in advance.	
4.	Chief Umpire	Distribute violation cards and track material to the Umpires.	
5.	Chief Umpire	If Umpires are to enter the arena together, assemble them in the agreed place.	
6.	Chief Umpire	In the relay races, assist the umpires in ensuring that the athletes, other than those starting the race, are in the correct lanes and change over according to the IAAF Rules.	
7.	Chief Umpire	Act as an umpire and supervise and assist the other Umpires.	
8.	Chief Umpire & Umpires	Review the rules applicable to the competition.	
9.	Chief Umpire & Umpire	Report violation of IAAF Rules in hurdle and steeplechase races to the Track Events Referee.	
10.	Chief Umpires & Umpires	In the hurdle and steeplechase events, check the hurdles for proper positioning and height adjustment.	
11.	Chief Umpire & Umpires	Ensure the return of all the equipment to the storeroom.	
12.	Umpires	Arrive at least 45 minutes before the start of the event.	
13.	Umpires	Report to the Competition Manger and or Chief Umpire.	

No	Who	What to do	Comments
14.	Umpires	Observe the competitors and other persons during each race for rule violations such as lane violations, illegal crowding, cutting in, trailing, leg or foot in the hurdles, or deliberately knocking down a hurdle, etc.	cf. Figures 20 – 27 on CD
15.	Umpires	In case of a violation, raise a yellow flag. Write the nature of the violation on the violation card and give it to the Chief Umpire. Keep a copy for your records.	
16.	Umpires	Assist marshals when not inspecting races.	
17.	Checklist 21	Submit Checklist 21: Form to report problems during the event, to the TIC.	

Source: IAAF Competition Rules 2010-2011:119; 152-155; Glad & Roe, 2002:67; 132-135.

**CHECKLIST 57: TECHNICAL OFFICIALS: FIELD EVENTS (cf. Table 4.48 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Appointment of Field Event Officials</b>							
1.	Field Event Referee(s) Jumps Throws Combined Events							
2.	Chief Judge: Discus							
3.	Judges Discus							
4.	Chief Judge: Shot Put							
5.	Judges Shot Put							
6.	Chief Judge: Javelin							
7.	Judges Javelin							
8.	Chief Judge: Hammer Throw							
9.	Judges Hammer Throw							
10.	Chief Judge: High Jump							
11.	Judges: High Jump							
12.	Chief Judge: Long Jump							
13.	Judges: Long Jump							
14.	Chief Judge: Triple Jump							
15.	Judges: Triple Jump							
16.	Chief Judge: Pole Vault							
17.	Judges: Pole Vault							
18.	Determine number of technical officials per category							

Sources: IAAF Competition Rules, 2010-2011; Coetzer, 2006: Personal interview; Glad & Roe, 2002:65; ASA - The ASA Technical Manual, 2002:15;

**CHECKLIST 58: DUTIES OF THE CHIEF FIELD JUDGE AND FIELD JUDGES  
PRIOR TO AND DURING THE EVENT (cf. Table 4.49 on CD)**

<b>No</b>	<b>Topic</b>	<b>What to do</b>	<b>Comment</b>
1.	Chief Field Judge	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Field Referee.
2.	Check the specific field event assigned to regarding Technical requirements	Check according to specific event IAAF Rule.	
3.	Field Judges	Arrive at the venue 45 minutes before the start of the event.	Report to the Chief Field judge of your assigned event.
4.	Review applicable rules to the meeting.	Review the specific event's rules assigned to work at.	
5.	Chief Field judge	Discuss rules with Field judges.	Ensure all talk the same language, interpret and understand the rules.
6.	Chief Judge	Allocate the positions responsible for to each field judge.	
7.	Fetch Start List Files	Ensure black pen is included and that it writes.	Ensure back-up pen.
8.	Chief Judge	Wind Gauge where applicable.	Ensure wind gauge readings are recorded on the results.

Source: IAAF Competition Rules 2010-2011:166-205; Glad & Roe, 2002:69-70.

**CHECKLIST 59: CHIEF JUDGE HIGH JUMP- DUTIES PRIOR TO  
COMPETITION (cf. Table 4.50 on CD)**

No	What to do	Comment
1.	Arrive at least 60 minutes before the event is scheduled to begin and report to the Field Event Referee.	
2.	Pick up the event recording from the Competition Secretary.	
3.	Check the competition site for: (uprights, crossbars, landing mats, approach area) <ul style="list-style-type: none"> <li>○ Placing of equipment,</li> <li>○ safety of equipment,</li> <li>○ irregularities,</li> <li>○ deficiencies,</li> <li>○ whether they are set up in the best position, as far as possible, for the athletes and judges , spectators, media and taking cognisance of adjacent events.</li> </ul>	
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the rules (Rules 181; 182) applicable to the meeting	
6.	If judges are to enter the arena together, gather at a specific place and enter the arena together.	
7.	Define the 'competition area' and advise the athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the approach and take-off areas.	
9.	Announce the order of competition (jumping order).	
10.	Announce the starting height to the competitors and the increments by which the bar will be raised.	
11.	Record height at which each competitor will be jumping.	
12.	Inform the competitors in advance that you are invoking the 'time-limit rule' (one minute) for a normal trial.	
13.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:166-171.

**CHECKLIST 60: CHIEF JUDGE HIGH JUMP - DUTIES DURING THE COMPETITION (cf. Table 4.51 on CD)**

No	What to do	Comment
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules (Rules 181; 182) applicable to the meeting and any meeting rules applicable.	
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each height.	
8.	Announce the new heights to the competitors.	Ensure that the score board reflects the new height.
9.	Ensure that each attempt of every athlete is recorded correctly.	
10.	Determine whether a jump is successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	

Source: Fourie[e]:125; IAAF Competition Rules 2010-2011:166-171; Glad & Roe, 2002:141.

**CHECKLIST 61: CHIEF JUDGE HIGH JUMP - DUTIES AFTER THE  
COMPETITION (cf. Table 4.52 on CD)**

No	What to do	Comment
1.	Verify the finishing place and height of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the Meeting Manager and the recording sheet to the Competition Secretary.	
4.	Submit Checklist 21: Form to report problems during the event to the TIC.	Submit as a ZERO report even if no problems have been reported.

Source: Fourie[e]:125; IAAF Competition Rules 2010-2011:166-171; Glad & Roe, 2002:141.

**CHECKLIST 62: ASSISTANT HIGH JUMP JUDGES – DURING THE EVENT (cf. Table 4.53 on CD)**

No	What to do	Comment
1.	Arrive at least 45 minute before the event is scheduled to start.	
2.	Report to the Chief Judge and receive your work assignment	
3.	Assist the Chief Judge in checking the high jump competition area and equipment, for example the cross bar, placing of up-rights, measurement stick, etc.	
4.	Assist with duties as requested by the Chief Judge.	
5.	When the competition has concluded, assist in returning the equipment to the storeroom.	
6.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems were reported, submit as a ZERO report

Source: Fourie[e]:125; IAAF Competition Rules 2010-2011:166-171; Glad & Roe, 2002:141.



**CHECKLIST 63: CHIEF JUDGE – POLE VAULT: DUTIES PRIOR TO THE COMPETITION (cf. Table 4. 54 on CD)**

No	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field Events Referee
2.	Pick up the event recording form from the Competition Secretary	Pick up at TIC
3.	Check all competition equipment and site (uprights, crossbar, poles, tape on poles, landing mats; the approach area and the take-off area) for any irregularities, deficiencies and whether they are set up in the best position as far as it is possible for the athletes, judges, spectators and media and co-operation with the adjacent events.	Ensure the wind sock is positioned <i>cf.</i> Figure 4.30
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the rules applicable	IAAF Rules 180 &183 to the event
6.	If judges are to enter the competition area together, gather at one point and enter the arena.	
7.	Define the 'competition area' for athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the runway.	
9.	Announce the order of competition (jumping order).	
10.	Announce the starting height to the competitors and judges and the increments by which the bar will be raised.	
11.	Record the heights at which each competitor will begin jumping and their initial requests for the upright positions.	
12.	Inform the athletes in advance that you are invoking the 'time limit rule',	IAAF Rule 180
13.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:161-165;171-175.

**CHECKLIST 64: CHIEF JUDGE – POLE VAULT: DUTIES DURING THE COMPETITION (cf. Table 4.55 on CD)**

No	Duties	Comments
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules and any meeting rules applicable.	IAAF Rules 181; 183 applicable to the meeting
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each height.	
8.	Announce the new heights to the competitors.	
9.	Ensure that each attempt of every athlete is recorded correctly.	
10.	Determine whether a jump is successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	

Source: IAAF Competition Rules 2010-2011:161-165; 171-175.

**CHECKLIST 65: CHIEF JUDGE – POLE VAULT: DUTIES AFTER THE COMPETITION (cf. Table 4.56 on CD)**

No	Duties	Comments
1.	Verify the finishing place and height of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems have been reported, submit as a ZERO report.

Source: Fourie, 2012[e]:130; Glad & Roe, 2002:146

**CHECKLIST 66: ASSISTANT JUDGES – POLE VAULT: DUTIES PRIOR TO AND DURING THE EVENT (cf. Table 4.57 on CD)**

No	Duties	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment.
2.	Assist the Chief Judge in checking the high jump competition area and equipment, for example the cross bar, placing of up-rights, measurement stick, etc.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems have been reported, submit as a ZERO report

Source: Fourie, 2012[e]:130; Glad & Roe, 2002:146

**CHECKLIST 67: CHIEF JUDGE – LONG JUMP AND TRIPLE JUMP DUTIES  
PRIOR TO THE COMPETITION (cf. Table 4.58 on CD)**

<b>No</b>	<b>Duty</b>	<b>Comments</b>
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee
2.	Pick up the event recording form from the Competition Secretary.	
3.	Check all competition equipment and site (the area, take-off board, pit, plasticine, and equipment) for any irregularities, deficiencies and whether they are set up in the best position as far as it is possible for the athletes, judges, spectators and media and taking cognisance of the adjacent events.	Ensure the wind sock is placed cf. Figure 4.30 Long Jump and Figure 4.31 Triple Jump.
4.	Assign the assistant judges their duties and areas of work.	
5.	Review the rules applicable to the event.	IAAF Rules 184,185,186. Ensure that all the judges understand the rules and apply them according to common understanding of the rules.
6.	If judges are to enter the competition area together, gather at one point and enter the arena.	
7.	Define the 'competition area' for athletes and judges.	
8.	Supervise the warm-up period and enforce the rule about markers on the runway.	
9.	Announce the order of competition (jumping order).	
10.	Inform the athletes in advance that you are invoking the 'time limit rule'.	IAAF Rule 180
11.	Line up the competitors in the order of competition for introduction if needed.	

Source: IAAF Competition Rules 2010-2011:161-165 & 176-180; Glad & Roe, 2002:150-151.

**CHECKLIST 68: CHIEF JUDGE – LONG JUMP AND TRIPLE JUMP DURING  
THE COMPETITION (cf. Table 4.59 on CD)**

No.	Duty	Comments
1.	Manage and supervise the event	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules applicable to the event and any meeting rules applicable.	IAAF Rules 184,185,186.
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair jump.	
8.	Ensure that each attempt of every athlete is recorded correctly.	
9.	Ensure the pit crew has the sand smooth and level for each competitor.	
10.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	
12.	Ensure Wind Gauge is ready with each competitors Jump.	Record reading next to competitor's achievement.

Source: IAAF Competition Rules 2010-2011:161-165 & 176-180; Glad & Roe, 2002:150-151.

**CHECKLIST 69: CHIEF JUDGE – LONG JUMP AND TRIPLE JUMP: DUTIES  
AFTER THE COMPETITION (cf. Table 4.60 on CD**

No.	Duty	Comments
1.	Verify the finishing place and distance of each competitor at the end of the competition.	Ensure the Wind Gauge reading is either written on the result sheet or attached to the result.
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	If no problems have been reported, submit a ZERO report.

Source: Fourie, 2012[e]:135; Glad & Roe, 2002:151.

**CHECKLIST 70: ASSISTANT JUDGES – LONG JUMP AND TRIPLE JUMP:  
DUTIES PRIOR TO AND DURING THE EVENT (cf. Table 4.61  
on CD)**

No.	Duty	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment
2.	Assist the Chief Judge in checking the long jump and/or triple jump competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:156-157.



**CHECKLIST 71: CHIEF JUDGE – SHOT PUT: DUTIES PRIOR TO THE COMPETITION (cf. Table 4.62 on CD)**

No.	Duty	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Pick up at the TIC
3.	Check all competition equipment and site (the circle, sector lines and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as it is possible for the athletes, judges, spectators and media and in cognisance of the adjacent events.	IAAF Rule 187
4.	Ensure the Technical Manager has checked and marked the shots as approved for the competition.	
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event	IAAF Rules 187- 188
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert).	Important for the safety and risk management at the event.
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that you are invoking the 'time limit rule'	IAAF Rule 180
12.	Line up the competitors in the order of competition for introduction if applicable.	Request athlete to be dressed in their Official Track Suits.
13.	Inspect any taping on fingers or hands - refer to IAAF Rule 187.4	

Source: IAAF Competition Rules 2010-2011:161-165 & 181-190; Glad & Roe, 2002:157-163.

**CHECKLIST 72: CHIEF JUDGE – SHOT PUT: DUTIES DURING THE  
COMPETITION (cf. Table 4.63 on CD)**

<b>No.</b>	<b>Duty</b>	<b>Comments</b>
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules for the event and any meeting rules applicable.	(IAAF Rules 187-188) (IAAF Competition Rules 2010-2011:148-156).
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair put.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:148-156; Glad & Roe, 2002:157-163.

**CHECKLIST 73: CHIEF JUDGE – SHOT PUT: DUTIES AFTER THE COMPETITION (cf. Table 4.64 on CD)**

<b>No.</b>	<b>Duty</b>	<b>Comments</b>
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager and the recording sheet to the Competition Secretary.	After the completion of each Shot Put event the results must be sent through as quickly as possible. Do not delay results for publication.
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems have been reported, submit a ZERO report.

Source: Fourie, 2012[e]:140; Glad & Roe, 2002:157-163.

**CHECKLIST 74: ASSISTANT JUDGES – SHOT PUT: DUTIES PRIOR TO AND DURING THE COMPETITION (cf. Table 4.65 on CD)**

No.	Duty	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	
2.	Report to the Chief Judge and receive your work assignment.	
3.	Assist the Chief Judge in checking the long jump and/or triple jump competition area and equipment.	
4.	Assist with duties as requested by the Chief Judge.	
5.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:161.

**CHECKLIST 75: CHIEF JUDGE – HAMMER THROW AND DISCUS: DUTIES  
PRIOR TO THE COMPETITION (cf. Table 4.66 on CD)**

No.	Duty	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Available at the TIC
3.	Check all competition equipment and site (the circle, cage, sector lines and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as it is possible for the athletes, judges, spectators and media and taking cognisance of adjacent events.	IAAF Rule 187
4.	Ensure the Technical Manager has checked and marked the discus or hammers as approved for competition.	This should be a high priority as it will secure the safety of the event.
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event.	IAAF Rules 187 and 189, 190, 191, 192.
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges.	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert).	This is another step towards safety and security at the event.
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that you are invoking the 'time limit rule'.	IAAF Rule 180
12.	Line up the competitors in the order of competition for introduction if applicable.	
13.	Inspect any taping on fingers or hands, refer to IAAF Rule 187.4	

Source: IAAF Competition Rules 2010-2011:161-165;181-188;190-202;Glad & Roe,2002:160-166.

**CHECKLIST 76: CHIEF JUDGE – HAMMER THROW AND DISCUS THROW:  
DUTIES DURING THE COMPETITION (cf. Table 4.67 on CD)**

<b>No.</b>	<b>Duty</b>	<b>Comments</b>
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules applicable to the event and any applicable meeting rules.	IAAF Rules 187 and and189, 190,191,192.
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair put.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:161-165; 181-188; 190-202; Glad & Roe, 2002:160-166.

**CHECKLIST 77: CHIEF JUDGE – HAMMER THROW AND DISCUS THROW:  
DUTIES AFTER THE COMPETITION (cf. Table 4.68 on CD)**

<b>No.</b>	<b>Duty</b>	<b>Comments</b>
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	
3.	Deliver the competitors to the point advised by the meeting Manager, and the recording sheet to the Competition Secretary.	After the completion of each Shot Put event the results must be sent through as quickly as possible. Do not delay results for publication.
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if there are no problems to report, submit a ZERO report.

Source: Fourie, 2012[e]: 145; Glad & Roe, 2002:160-166.

**CHECKLIST 78: ASSISTANT JUDGES – HAMMER THROW AND DISCUS  
THROW: DUTIES PRIOR TO AND DURING THE EVENT (cf.  
Table 4.69 on CD)**

No.	Duty	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment
2.	Assist the Chief Judge in checking the competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom	

Source: Glad & Roe, 2002:160-166.



**CHECKLIST 79: CHIEF JUDGE – JAVELIN THROW: DUTIES PRIOR TO THE COMPETITION (cf. Table 4.70 on CD)**

No.	Duties	Comments
1.	Arrive at least 60 minutes before the event is scheduled to begin.	Report to the Meeting Manager and the Field events Referee.
2.	Pick up the event recording form from the Competition Secretary.	Available at the TIC
3.	Check competition equipment and site (the runway, including the 8 metre dot sector line and landing area) for any irregularities, deficiencies and whether they are set up in the best position as far as it is possible for the athletes, judges, spectators and media and taking cognisance of adjacent events.	IAAF Rule 187
4.	Ensure the Technical Manager has checked and marked the javelins as approved for competition.	
5.	Assign the assistant judges their duties and areas of work.	
6.	Review the rules applicable to the event.	IAAF Rules 187 and 193
7.	If judges are to enter the competition area together, gather at one point and enter the arena.	
8.	Define the 'competition area' for athletes and judges.	
9.	Supervise the warm-up period and ensure that the warm-up throws are conducted safely (no spectators or non-competitors in the competition area and with judges particularly alert).	
10.	Announce the order of competition (throwing order).	
11.	Inform the athletes in advance that you are invoking the 'time limit rule'.	IAAF Rule 180.
12.	Line up the competitors in the order of competition for introduction if applicable.	
13.	Inspect any taping on fingers or hands - refer to IAAF Rule 187.4	

Source: IAAF Competition Rules 2010-2011:161-165; 181-188; 202-205: Glad & Roe, 2002:166-172.

**CHECKLIST 80: CHIEF JUDGE- JAVELIN THROW: DUTIES DURING THE  
COMPETITION (cf. table 4.71 on CD)**

<b>No.</b>	<b>Duties</b>	<b>Comments</b>
1.	Manage and supervise the event.	
2.	In conjunction with the Meeting Manager and Referee, ensure that the competition is conducted in accordance with the IAAF Rules applicable to the event and any applicable meeting rules.	IAAF Rules 187 and 193.
3.	Verify measurements.	
4.	Deal with oral protests immediately and refer any disputes to the Referee.	
5.	Ensure the event site is maintained in a neat and tidy condition.	
6.	Ensure that competitors do not leave the competition area during the competition, unless accompanied by a judge.	
7.	Supervise the measurement of each fair throw.	
8.	Ensure that each attempt of every athlete is judged and recorded correctly.	
9.	Determine whether trials are successful or unsuccessful according to the IAAF Rules and indicate with a white or red flag as appropriate.	
10.	Ensure that spectators, and athletes/judges involved in other events do not get too close to the sector lines or other danger areas.	Another step to adhere to ensure the safety of all involved in the event.
11.	At the conclusion of the first three rounds, verify which competitors qualify for the final three rounds and determine the new order of competition.	

Source: IAAF Competition Rules 2010-2011:161-165; 181-188; 202-205; Glad & Roe, 2002:166-169.

**CHECKLIST 81: CHIEF JUDGE JAVELIN THROW: DUTIES AFTER THE COMPETITION (cf. Table 4.72 on CD)**

No.	Duties	Comments
1.	Verify the finishing place and distance of each competitor at the end of the competition.	
2.	Sign the event recording form.	Ensure recording is carried over correctly and check all records.
3.	Deliver the competitors to the point advised by the meeting Manager, and submit the recording sheet to the Competition Secretary.	
4.	Ensure all equipment is returned to the storeroom.	
5.	Submit Checklist 21: Form to report problems during the event to the TIC.	Even if no problems are reported, submit a ZERO report.

Source: Fourie, 2012[e]: 150; Glad & Roe, 2002: 166-169.

**CHECKLIST 82: ASSISTANT JUDGES JAVELIN THROW: DUTIES PRIOR TO  
AND DURING THE COMPETITION (cf. Table 4.73 on CD)**

No.	Duties	Comments
1.	Arrive at least 45 minute before the event is scheduled to start.	Report to the Chief Judge and receive your work assignment.
2.	Assist the Chief Judge in checking the competition area and equipment.	
3.	Assist with duties as requested by the Chief Judge.	
4.	When the competition has concluded, assist in returning the equipment to the storeroom.	

Source: Glad & Roe, 2002:166-169.

**CHECKLIST 83: TECHNICAL OFFICIALS IN THE SPECIALIST AREAS**  
**(cf. Table 4.74 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Appointment of general competition technical officials</b>							
1.	Wind Gauge operators - Track - Long Jump - Triple Jump							
2.	Call Room Judges							
3.	Determine number of technical officials per category							

Sources: IAAF Competition Rules, 2010-2011; Coetzer, 2008: Personal interview; Glad & Roe, 2002:65; IAAF Handbook, 2002-2003.

**CHECKLIST 84: DUTIES OF THE WIND GAUGE OPERATOR PRIOR TO AND DURING THE COMPETITION (cf. Table 4.75 on CD)**

<b>No</b>	<b>Topic</b>	<b>What to do</b>	<b>Comment</b>
1.	Wind Gauge Operator	Arrive at venue 60 minutes before start of event.	Report to Competition Manager and Field Referee or Track Referee
2.	Test the Wind Gauge	Draw Wind Gauge from Technical manager if not yet set up. Check position according to specific event IAAF Rule	Obtain standby batteries where applicable. If electronic wind gauge is used in conjunction with Time Tronic system, test prior to start of event (1 hour)
3.	Other accessories	Spare batteries, indication flags, wind-sock and wind reading scoreboard are available and working.	
4.	Review applicable rules to the meeting.	Review the specific event's rules assigned to work at.	Discuss with referee if unsure
5.	Report results during the event.	Report results by raising the red flag if the reading exceeds the allowable limit or the white flag if it does not. Record the wind gauge readings on the score sheet available.	
6.	Report readings	Report all readings to the Competition Secretary	Competition Secretary situated in the TIC.
7.	Fetch wind gauge Files	Ensure black pen included and that it writes	Ensure back-up pen

Source: Fourie, 2012[e]:300; IAAF Competition Rules 2010-2011:142-143;176;Glad & Roe,2002:70.

**CHECKLIST 85: PREPARE DOPING FACILITIES (cf. Table 4.79 on CD)**

No	Task	Who is Responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Doping</b>							
1.	Accreditation cards							
2.	Secure working area (administration)							
3.	Waiting area							
4.	Toilet facilities							
5.	Table and chairs in administration area (4)							
6.	Chairs (12)							
7.	Two (2) sealed bottles: - mineral water (still) Two (2) sealed containers: - Mixed drinks per competitor to be tested							
8.	Determine number of athletes to be tested							
9.	Refrigerator (cooler box)							
10.	Magazines and newspapers							
11.	- Refuse bins (3) - Black bags - Soap - Paper towel							

Source: WADA, 2011. Doping procedures; Galant, 2009: Personal interview; Coetzee, 2007: Personal interview; Hattingh, 2006: Personal interview.

**CHECKLIST 86: EMERGENCY ACTION PLAN CHECKLIST**

Event: ..... Event date: ..... Event time: ..... Primary facility used: .....

No	Activity	Who is responsible	Need(s)	Comments	Yes	No
1.	Primary facility used	Security Service SAPS Fire Dept. Ambulance Service Traffic Dept Medical Team	Identify needs for each group	Identify which services are required on site and for which only contact details are applicable – they should be on standby.		
2.	Secondary facility used	Security Service SAPS Fire Dept. Ambulance Service Traffic Dept Medical Team	Identify needs for each group	Identify which services are required on site and for which only contact details are applicable – they should be on standby.		
3.	Approximate number of spectators	SAPS/LOC	The ‘who will participate?’ will determine the number of spectators and age of spectators.	WHO participates will have an impact on the involvement of specialist groups on site or only on standby.		
4.	Anticipate spectator profile	LOC	The kind of event will determine the composition of spectators.	Anticipate age of children to be present. Where the venue is situated. Possibility of liquor at the event. At track and field events no liquor is allowed in the venue.		
5.	Number and type of associated events.	LOC	Some events nearby could be to the advantage of the Track and Field event but will need a security risk management plan	Location of stadium. Other major events in vicinity.		



No	Activity	Who is responsible	Need(s)	Comments	Yes	No
6.	Spectator history from prior events.	SAPS/LOC	Debriefing reports will assist with history.			
7.	Anticipated or known rivalries.	SAPS		Not only at the event, but what is happening around the stadium or in the city or town.		
8.	Competing events affecting the control.	SAPS/LOC		Be aware of all major events taking place in the vicinity.		
9.	Facility's policies and procedures statement for security.	LOC				
10.	Describe the signage communication protocol.	SAPS/LOC		Especially with sponsored events.		
11.	Describe the audio visual communication protocol.	SAPS/LOC				
12.	Describe the steps taken before the first individuals arrive at the facility.	SAPS				
13.	Describe the facility security protocols.	SAPS/LOC		Gate access, door access, perimeter patrols, beverage policy, camera policy, accreditation system.		
14.	Describe the policy for handling people (children) who get lost, or lost property.	SAPS				
15.	Describe the medical services that will be available.	LOC/Medical staff		First Aid Medical Dr (event) Medical Dr (Athletes) Physiotherapist (Athletes) Ambulance on site Ambulance on call		
16.	Describe communication systems that will be used.	SAPS/LOC				
17.	Describe how the exit routes will be communicated.	SAPS				
18.	Describe parking configuration.	LOC/SAPS/SECURITY				

No	Activity	Who is responsible	Need(s)	Comments	Yes	No
19.	Describe protection strategies for VIPs, athletes and officials.	SAPS/LOC				
20.	Describe special circumstances affecting protection strategies.	SAPS				
21.	Describe specific steps taken to reduce criminal activity.	SAPS		Vandalism, theft, stealing cars, locker rooms, crimes against women, workplace violence, etc.		
22.	Describe strategies for crowd management.	SAPS/LOC				
23.	Describe strategies against fights in the stadium/outside the stadium.	SAPS				
24.	Describe strategies to handle intoxicated fans.	SAPS				
25.	Describe evacuation strategies.	SAPS		If/when spectators & athletes in competition need to evacuate		
26.	Describe strategies to be used if/ when fire occurs.	SAPS Fire Dept.				
27.	Describe strategies to be used if/when a bomb threat is reported.	SAPS				
28.	Describe strategies to be used if/when a terrorism situation arises.	SAPS				
29.	Describe strategy to use if/when hazardous materials are found.	SAPS				
30.	Describe strategies to use if/when a storm or lightning storms warning is issued.	SAPS/LOC				
31.	Describe strategies to use if/when the facility is picketed by demonstrators	SAPS				

No	Activity	Who is responsible	Need(s)	Comments	Yes	No
32.	Box office and Ticketing	LOC/SAPS/SECURITY				
33.	Describe strategies to comply with all applicable fire code regulations.	Fire Dept.				
34.	Describe strategies to comply with all applicable occupational and health regulations and codes	Health Dept.				
35.	Describe strategies implemented to reduce risks.	SAPS				
36.	Compile/gather:	SAPS	Panic statement to be used by the public address announcer Copy of insurance policy Copies of the contracts with vendors Phone list for all emergency services Describe strategies to document and retain evidence	m		

Sources: Fried, 2010: 300-304; FSA Competition Checklist: Absa Series, 2005: 7,10-11; Ammon *et al.* 2005:109-119; Safety at Sports, March 2004; ASA Checklist, 2004:1-2; American Sport Education Program,1996:14-19;68-71.

**CHECKLIST 87: GENERIC RISK ASSESSMENT – TRACK EVENTS: GENERAL**  
**(cf. Table 4.81)**

<b>No</b>	<b>Hazard</b>	<b>Who/Whom affected</b>	<b>Control measures</b>	<b>Control measures responsibilities</b>
1.	Track	Athletes and Officials – injuries from slipping/tripping due to worn out or wet track	Ensure track is level, free of holes and swept regularly to remove debris, e.g. stones. Clean porous surface regularly to allow drainage. Ensure adequate maintenance and regular inspection. Encourage athletes to wear appropriate footwear.	Ground Staff, Technical Manager. Coaches, Athletes, Officials.
2.	Officials and other athletes	Athletes – injuries from collision with other persons	An announcement should be made prior to the start of an event that it is about to take place. Starting officials should be positioned at an adequate distance away from the start	Officials
3.	Time of day-lightning conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground staff, Technical Managers, Officials.
4.	Weather	Athletes and Officials – injuries from slipping on slippery synthetic track.	Porous surface should be cleaned regularly to allow drainage. Ensure adequate maintenance and regular inspection. If weather changes and lighting becomes severe, or rain makes the surface slippery and the risk very high, the competition should be ceased.	Ground Staff, Technical Manager.

Source: Glad & Roe, 2002:177.

**Additional Points for Track events:**

1. Should there be a need for drinks to be provided during an event; the station should be positioned so as not to constitute a hazard.
2. Areas of kerbing that have been moved to facilitate high jumping or javelin throwing should be placed in a safe area. They should be replaced after the event has been concluded.
3. Cones or flags used to mark the edge of the track must be carefully positioned so as not to cause a tripping hazard.

**CHECKLIST 88: GENERIC RISK ASSESSMENT – 100 metres, 200 metres, and 400 metres (cf. Table 4:82 on CD)**

No	Hazard	Who/How affected	Control measures	Control measures responsibilities
1.	Starting Blocks	Athletes – Injuries from slipping/tripping due to incorrect positioning of blocks, or worn/poorly maintained blocks	<p>Ensure adequate maintenance and regular inspection of blocks.</p> <p>Blocks should be inspected by a technical official before use.</p> <p>If used, ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.</p> <p>Resurface the starting area.</p>	<p>Ground staff, Technical Manager</p> <p>Officials, Technical Manager, Athletes, Officials.</p> <p>Athletes, Officials.</p> <p>Ground staff. Technical Manager</p>
2.	Start	Athletes - injury from collision with other athletes encroaching into other lanes.	Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.	Athletes , Officials

Source: Botha JP. 2010: Personal interview; Glad & Roe, 2002:179.

**CHECKLIST 89: GENERIC RISK ASSESSMENT– 800 metres,1500 metres, 3000 metres, 5000 metres and 10 000 metres (cf. Table 4.83 on CD)**

<b>No</b>	<b>Hazard</b>	<b>Who/How affected</b>	<b>Control measures</b>	<b>Control measures responsibilities</b>
1.	Kerb	Athletes and officials – injuries from slipping/tripping due to incorrect positioning of removed kerbing.	Areas of kerbing that have been moved to facilitate steeplechase, high jumping or javelin throwing should be placed in a safe area. They should be replaced after the event is completed.	Ground staff, Technical Manager, Track Referee, Field Referee
2.	Start	Athletes - Injury from collision with other athletes.	Athletes should line up in an orderly fashion so as not to jostle or obstruct other competitors or impede progress.	Athletes, Officials.
3.	800m Break line	Athletes – Injury due to collision with other athletes.	Ensure break line is adequately identified.	Ground staff, Technical Manager, Officials.

Source: Botha JP. 2010: Personal interview; Coetzer,2008: Personal interview; Glad & Roe 2002:179;

**CHECKLIST 90: GENERIC RISK ASSESSMENT – 100/110 metres Hurdles, 400 metres Hurdles (cf. Table 4:84 on CD)**

No	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Starting blocks	Athletes – injuries from slipping/tripping due to incorrect positioning of blocks, or worn/poorly maintained blocks. Worn out starting area	Ensure adequate maintenance and regular inspection of blocks. Blocks should be inspected by a technical official before use. Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track. Resurface starting area	Ground staff, Technical Manager.  Officials, Technical Manager. Athletes, Officials.  Ground Staff, Technical Manager
2.	Start	Athletes – Injuries due to collision with other athletes encroaching into other lanes	Ensure starting blocks are correctly positioned in each lane and firmly secured onto the track.	Athletes, Officials
3.	Hurdles	Athletes – Injury from colliding with hurdles	Weight adjustable hurdles should be correctly set.  The mechanisms for fixing the hurdles at the required height and positioning the counter balance weight should be lubricated and well maintained. IAAF Rule 168  Damaged hurdles should be replaced.  Ensure adequate maintenance and regular inspection.	Officials Ground staff

Source: IAAF Competition Rules 2010-2011:120-122; Botha,2010: Personal interview; Coetzer, 2008: Personal interview; Glad & Roe 2002:180.

**CHECKLIST 91: GENERIC RISK ASSESSMENT - STEEPLECHASE (cf. Table 4.85 on CD)**

No	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Start	Athletes – Injuries due to collision resulting from overcrowding	Starters' assistant should ensure adequate positioning of athletes on start line and the formation of another row(s) if number of competitors so requires.  It is recommended that the first hurdle taken in the race should be at least 5m in width.	Starters' assistant Ground staff, Technical Manager
2.	Water Jump	Athletes, Officials – Injury from slipping/tripping if on defective landing surface. Injury from loose/defective top rail of barrier and/or loose fixing of barrier uprights.  IAAF Rule 169 applicable	Ensure water jump is full, i.e. water is level with track surface and free of debris.  Inspect lining material to bottom of water jump for splits, bubbles, etc. and repair any defects.  Check barrier top rail for secure fixings and to ensure that the surfaces are not damaged.  Check uprights of barrier in ground for secure fixing (particularly adjustable barriers for correct and secure fixing of adjusting pins).  Ensure water supply tap is concealed with a manhole cover to prevent unauthorised use and risk of injury to athletes.  The water jump should be kept empty except when in use.  Clean and disinfect water jump when necessary	Ground Staff. Technical Manager.
3.	Kerb	Athletes- Injuries from slipping/tripping on improperly placed kerbing or cones.	Removable kerbs must be in place, except for the approach to and exit from the water jump, with protruding sections securely fixed down.  In the vicinity of the water jump cones must be used to provide track edge markings until water jump comes into use in competition.  When not in use cones and removable kerbs to be kept safely away from the athletes and officials.	Ground staff, Technical Manager, Officials.
4.	Barriers (fixed & port-able)	Athletes, Officials, Ground Staff - Injury from defective structures and from incorrect handling/lifting.	Check barrier top rail for secure fixing and that the surface is not damaged.  Check uprights of barrier in ground for secure fixing (particularly adjustable barriers for correct and secure fixing of adjusting pins). Carry out manual handling safe practice when placing barriers in position on track and when removing them when event is concluded.	Ground Staff, Technical Manager Officials.

Source: IAAF Competition Rules 2010 – 2011:122-125; Coetzer, 2008: Personal interview; Glad & Roe, 2002:181-182;



**CHECKLIST 92: GENERIC RISK ASSESSMENT – HIGH JUMP (cf. Table 4.86 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Run – up area (including track)	Athletes and Officials – Injury from slipping/tripping due to worn out track, stand falling over or track kerbing being in the runway line.	Ensure run-up area is level, free of holes and swept regularly. Clean porous surface regularly to allow drainage. Sweep run-up area to remove any excess water, grit or debris. Ensure athletes wear suitable footwear. Ensure adequate maintenance and regular inspection.	Ground Staff, Technical Manager Athletes, Officials.
2.	Uprights	Athletes and Officials – Injury from being struck by uprights.  Athletes – Injury from running into or landing on fallen uprights	Bases must be stable and joined onto the uptight.  Cross-bar supports should face each other and must be easily adjusted with clamping screws lubricated. Ensure adequate maintenance and regular inspection.	Ground Staff Technical Manager Officials.
3.	Cross bar	Athletes - Injury from splinters and sharp edges.	Bars must be undamaged and free of splinters. Only bars as defined in the IAAF Rules 181 and 182. Ensure adequate maintenance and regular inspection.	Ground Staff, Technical Manager.
4.	Surrounds	Athletes – injury from falling onto concrete surrounds of mat, or striking scoreboards.	Any hard surface within 2m of the sides and rear of the mat must be covered with an impact absorbing material. There should be no objects (such as scoreboards) placed within 2m of the sides and rear of the mat.	Ground staff, Officials
5.	Landing Area	Athletes – Injury from poorly maintained mats	Mat units must be made of foam, securely fastened together and must conform in size with the official specification. The entire area must be covered by an attached spike-proof wear sheet.  Where mats are placed on other objects such as timber pallets, the recommendations on the use of pallets should be followed.  Ensure adequate maintenance and regular inspection with particular attention to impacted foam. Ensure that athletes do not wear jewellery or other objects which might cause injury.	Ground Staff, Technical Manager, Officials.

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
6.	Time of Day/Lighting conditions	Athletes – Injury from not being able to see event layout	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials
7.	Competition	Athletes - Injury from collision with other athletes	Ensure each athlete jumps in turn and does not encroach on other athletes' runways whilst waiting their turn.  Athletes whose approach runs conflict with other events should be aware of potential collisions.	Officials
8.	Weather	Athletes and Officials – Injury from slipping on slick run-up area.  Athletes – Injury from coldness and reduction in body temperature due to wet landing. Slippery and dangerous to jump in severe raining conditions	Ensure run-up area is level and free of holes.  Porous surface should be cleaned regularly to allow drainage.  Ensure adequate maintenance and regular inspection.  Ensure mat is covered with a waterproof cover to prevent rain ingress.	Ground Staff, Technical Manager Officials  Should run-up area become dangerous due to weather conditions the competition should cease as the risk would increase to HIGH.

Sources: IAAF Competitions Rules 2010 – 2011:133-138; Coetzer,2011: Personal interview; Glad & Roe, 2002:183-185.

**CHECKLIST 93: GENERIC RISK ASSESSMENT – POLE VAULT (cf. Table 4.87 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures responsibilities
1.	Runway	Officials, Athletes, Coaches. Injury from worn or damaged surface, collisions due to people crossing runway.	<p>Ensure runway is free of holes, worn or damaged areas.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water grit or debris.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p> <p>Ensure no obstructive check marks are placed on the runway.</p> <p>Supervise warm up before competition.</p> <p>Ensure runway is kept clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff, Technical Manager Coaches, Officials
2.	Box	Athletes- Injury and pole damage due to box damaged, incorrect back plate angle. IAAF Rule 183.8.	<p>Ensure adequate maintenance and regular inspection.</p> <p>Ensure box meets correct IAAF Rule 183.8 specification and that the box is clearly visible.</p>	Ground Staff, Technical Manager Officials
3.	Uprights	Athletes, Officials- Injury from falling uprights, collision into uprights.	<p>Winders and lower section of uprights should be protected with foam or similar padding.</p> <p>Base must be well secured.</p>	Ground staff, Technical Manager , Officials
4.	Cross bar	Athletes, Officials - injury from falling bar or falling onto bar.	<p>Bars must be undamaged and free from splints. Only bars as specified are to be used.</p> <p>Ensure adequate maintenance and regular inspection.</p> <p>Be aware of falling bar.</p>	Ground Staff, Technical Manager. Officials. Athletes.
5.	Surrounds	Athletes – injury from falling on to hard surface or objects near landing area.	<p>Any hard surface within 2m of the landing area must be covered with an impact absorbing material.</p> <p>No object such as scoreboards should be placed within 2 m of the landing area.</p> <p>Be aware of any raised surfaces around landing area.</p>	Officials Ground Staff, Technical Manager

No.	Hazard	Who/How affected	Control Measures	Control Measures responsibilities
6.	Landing area	Athletes – injury from poorly maintained landing area.	<p>Mat units must be made of foam and securely fastened together. The entire area must be covered by an attached spike-proof wear sheet.</p> <p>Recommendations on the use of pallets should be followed.</p> <p>Ensure adequate maintenance and regular inspection with particular reference to impacted foam, tears and holes.</p> <p>Ensure that mats are the correct size.</p> <p>Ensure that it slopes away round the box; conforms with the correct specifications.</p> <p>Ensure that there is sufficient protection for the vaulters as detailed in IAAF Rules 183.</p>	Ground Staff, Technical Manager, Officials.
7.	Poles	Athletes, Officials – Injury from poles breaking or falling onto Officials	<p>Regularly check poles for damage.</p> <p>Prevent poles dropping onto hard surfaces.</p> <p>If possible, poles should be caught after each vault.</p> <p>Be aware of falling poles.</p>	Athletes and coaches Officials Athletes
8.	Time of Day	Athletes, Officials – Injury from inability to see well enough.	Ensure adequate floodlighting at night	Technical Manager, Officials
9.	Competition	Athletes - Injury from unorthodox technique, inadequate warm up, or collision with other athletes.	<p>Ensure supervision of athletes during warming-up.</p> <p>Ensure runway is kept clear when athletes are waiting.</p> <p>Ensure runway is kept clear when athletes are vaulting.</p>	Coach, Officials Athletes, Officials
10.	Weather	Athletes and Officials – Injury from slipping on wet surface, hands slipping from poles, vaulters unable to land on mats due to strong adverse winds.	<p>Ensure runway is level, is swept regularly and is free from water.</p> <p>Avoid vaulting into the wind if possible.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p>	Ground Staff, Technical Manager, Officials Coach

			Ensure mats are covered with a waterproof cover to prevent rain ingress when not in use.  Ensure that vaulters are competent enough to deal with adverse weather conditions.	
--	--	--	--	--

Source: IAAF Competition Rules 2010-2011:138 – 142; Glad & Roe, 2002:186-188.

**CHECKLIST 94: GENERIC RISK ASSESSMENT – LONG JUMP AND TRIPLE JUMP (cf. Table 4.88 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Runway	Officials, Athletes, Coaches - Injury from worn or damaged surface, collisions due to people crossing the runway.	<p>Ensure runway is free of holes, worn or damaged areas.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water, grit or debris.</p> <p>Encourage athletes to wear appropriate footwear, e.g. spikes.</p> <p>Ensure no obstructive check marks are placed on runway.</p> <p>Supervise warm up before competition.</p> <p>Ensure runway is kept clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff, Technical Manager. Coach Officials
2.	Take-off boards and blanking boards.	<p>Athletes – Injury from slipping, tripping due to unstable, ill-fitting take off/blanking boards.</p> <p>Slipping off top of plasticine insert in blanking boards.</p> <p>Officials – Injury from lifting ill-fitting, insert boards and blanking boards or use of incorrect lifting implements</p>	<p>Clean off insert board recesses.</p> <p>Clean and grease adjustable bolts within recesses.</p> <p>Clean and grease adjustable bolts on insert and blanking boards.</p> <p>Ensure that the take-off board, plasticine insert board, and plasticine insert blanking boards are made of wood or wooden composite, soft enough so as to absorb the impact of spikes.</p> <p>Ensure that insert boards and blanking boards are stable and level with the runway.</p> <p>Ensure that plasticine insert boards and plasticine insert blanking boards fit adequately without being too difficult to remove.</p>	Ground Staff, Technical Manager. Referee

			Ensure that board lifting is available and suitable for the purpose of lifting the boards.	
3.	Surrounds	Athletes – Injury from falling on the hard surface or objects near landing area.	<p>Any hard surface within 2m of the landing area must be covered with an impact-absorbing material.</p> <p>No object such as scoreboards should be within 2m of the landing area.</p> <p>Be aware of any raised surface around landing area.</p>	Officials Ground Staff, Technical Manager
4.	Landing Area	Athletes - Injury from landing on compacted sand and extraneous material, collision with concrete edging of landing area, collision with fixed barriers too close to end of landing area.	<p>Ensure that only sand that will not cause injury to an athlete is used.</p> <p>Ensure that sand is dug over.</p> <p>Check that landing area is free of dangerous extraneous material.</p> <p>Ensure that the edges of the landing areas are covered with an impact-absorbing material.</p> <p>Ensure that there are no fixed barriers that could impede athletes exiting the landing area.</p> <p>Clean and disinfect sand when necessary.</p> <p>Ensure that the landing area is covered when not in use.</p> <p>Rakes and brushes used for levelling and cleaning should be kept away from landing area and prongs of rakes should face the ground.</p>	Ground Staff Technical Manager Referee Officials
5.	Time of Day/ Lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials
6.	Competition	Athletes – Injury from unorthodox technique, inadequate warm up or collision with other athletes.	<p>Ensure supervision of athletes during warming-up.</p> <p>Ensure runway is kept clear when athletes are waiting.</p> <p>Ensure runway is kept clear when athletes are jumping.</p> <p>Ensure athlete learns the right technique.</p>	Officials Coach

			Ensure athlete warms up for the specific event.	
7.	Weather	Athletes, Officials - Injury from slipping on wet surfaces.	Ensure runway is level, is swept regularly and is free from water.	Officials, Ground Staff

Source: Preller, 2012: Personal interview; Fourie, 2012[e]: 210-212; Glad & Roe, 2002:189-191.



**CHECKLIST 95: GENERIC RISK ASSESSMENT – SHOT PUT (cf. Table 4.89 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface; stepping on damaged metal rim of circle, damaged/ loose stop board.	<p>Ensure the circle surface is in good order, is not cracked or breaking up.</p> <p>Ensure the circle is free of dirt, grit and standing water (sweep if necessary).</p> <p>Ensure the metal rim has no protrusion or shards of metal.</p> <p>Ensure that stop board is not damaged so as to cause injury.</p> <p>Ensure that stop board is stable.</p> <p>Maintain drain holes.</p> <p>Provide matting or similar for wiping shoes if ground is wet.</p> <p>IAAF Rules 187 &amp;188 applicable.</p>	Ground Staff, Technical Manager.
2.	Sector	Athletes, Officials – Injury from damaged surface of shot	<p>The safety sector or central throwing area should be roped off.</p> <p>Ensure holes in sector are filled level with the ground.</p>	Ground Staff, Technical Manager
3.	Implements	Athletes, Officials – Injury from damaged surface of shot	Check shots before the event and each throw to ensure they conform to the rules and to ensure they are not damaged in such a way as to cause injury.	Ground Staff, Technical Manager, Officials, Athletes
4.	Time of day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground staff, Technical Manager, Officials.
5.	Weather	<p>Athletes and Officials – Injury from slipping on slick circle.</p> <p>Athletes – Injury from coldness and reduction in body temperature.</p>	Ensure that circle is swept and kept clean on water and sand/ground.	Ground Staff, Officials
6.	Competition	<p>Officials – shot impact</p> <p>Athletes – injury from slipping/tripping on wet surface, uneven surface.</p>	<p>During competition ensure that:</p> <p>The circle is constantly swept and free of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>Only officials are allowed</p>	Officials Athletes

			<p>forward of the stop board.</p> <p>Officials forward of the stop board should stand outside the sector lines and always face the circle.</p> <p>The shot is returned by carrying and not throwing or rolling.</p>	
--	--	--	---	--

Source: Preller, 2012: Personal interview; IAAF Competition Rules 2010-2011:148-157; Glad & Roe, 2002:192-194.

**CHECKLIST 96: GENERIC RISK ASSESSMENT – DISCUS THROW (cf. Table 4.90 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface Stepping on damaged metal rim of circle.	Ensure the circle surface is in good order, is not cracked or breaking up.  Ensure the rim of the circle is not damaged.  Check and keep the circle clean and dry.  Provide matting or similar for wiping shoes when ground is wet.	Ground Staff, Technical Manager, Officials, Athletes
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, safety sector not established	The central throwing area safety sector should be roped off.  Ensure that holes in sector or infield are filled level with the ground.  Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.	Ground Staff , Technical Manager, Officials.
3.	Implements	Athletes, Officials – hand injury due to damaged edge of discus.	All implements used must be checked.	Ground Staff, Technical Manager
4.	Time of the day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials.
5.	Competition	Officials – Injury from impact of implement  Athlete – injury from slipping due to wet or sandy surface.	During competition ensure that: Circle is constantly swept of standing water and grit. Practice trials are not allowed outside the circle. All officials and athletes are aware of the need for concentration at all times. Only officials are allowed forward of the stop board facing the cage. Officials forward of the stop board should stand outside the sector lines and always face the circle. Discus is returned by carrying and not throwing or rolling.	Officials Athletes
6.	Cage	Athletes, Officials, Public - discus escapes due to badly maintained or poorly designed cage	Ensure that the cage is constructed and erected in accordance with specifications as set out in IAAF Rule 190  Check netting to ensure no damage to the net structure. IAAF Rule 190  Secure or ballast netting at ground level as appropriate. IAAF Rule 190  Ensure netting hangs vertically from gallow arms and is not tied to the uprights, particularly at the mouth of the cage. IAAF Rule 190	Ground Staff, Officials, Athletes.

			<p>Check that netting tension, when erected, has sufficient retardation and minimal bounce. IAAF Rule 190</p> <p>Maintain a safe distance from netting.</p> <p>Check cord of netting annually by removing one of the 'tell-tale' lengths of cord and checking it to ensure the continued viability of the netting.</p> <p>Ensure that gates, where fitted, are correctly positioned for each throw.</p>	
--	--	--	---	--

Source: IAAF Competition Rules 2010-2011:148-159; Glad & Roe 2002:195-197; Kruger, 2000: Personal interview.

Additional points for Discus Throw as identified by the IAAF:

1. All throws shall only take place from the circle, within the cage and be supervised.
2. During a trial, officials stand outside the sector lines facing the thrower. When athlete is within the cage or its mouth, a warning horn is sounded to signify that a trial is about to begin, and that officials within or in the proximity of the cage are aware of the throw and standing within a safety area.
3. Throws should not commence unless the supervisor signals it is safe to begin. It should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athlete they may commence throwing (Glad & Roe, 2002:197).

**CHECKLIST 97: GENERIC RISK ASSESSMENT – HAMMER THROW (cf. Table 4.91 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Circle	Athletes – Injury from slipping due to wet, gritty surface; stepping on damaged metal rim or circle or inserts when used.	<p>Ensure the circle surface is in good order, is not cracked or breaking up.</p> <p>Ensure the rim of the circle is not damaged.</p> <p>Ensure that the hammer circle inserting (concentric circle), if used, is in good order, fits snugly and has no protrusions, especially where it forms the rim.</p> <p>Maintain drain holes. Provide a mat or similar for wiping shoes when ground is wet.</p>	<p>Ground Staff, Technical Manager, Officials.</p> <p>IAAF Rule 187</p>
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, and/ or a safety sector not established.	<p>The central throwing area safety sector should be roped off.</p> <p>Ensure that holes in sector or infield are filled level with the ground.</p> <p>Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.</p>	<p>Ground Staff Technical Manager Officials.</p>
3.	Implements	Athletes, Officials, Public – Injury from being stuck due to failure of the hammer.	Check hammers before the event and at commencement of each throw to ensure they conform to the IAAF Rule 187,191	<p>Ground Staff, Technical Manager, Officials, Athletes.</p>
4.	Gloves	Athletes- Injury to hands due to inadequate protection.	Ensure gloves, if worn, give adequate protection; alternatively if optional protection is used it must provide sufficient protection and not become a hazard.	<p>Officials IAAF Rule 187:4b,c</p>
5.	Cage	Athletes, Officials, Public - Injury from hammer escaping due to badly maintained or poorly designed cage.	<p>Ensure that cage is constructed and erected in accordance with specifications as set out in IAAF Rule 192.</p> <p>Check netting regularly to ensure no damage to the net structure.</p> <p>Secure or ballast netting at ground level as appropriate.</p> <p>Ensure the netting hangs vertically from gallow arms and is not tied to the uprights, particularly at the mouth.</p> <p>Check netting tension, when erected, has sufficient and</p>	<p>Ground Staff, Technical Manager, Officials. Athletes.</p>

			<p>minimal bounce.</p> <p>Maintain a safe distance from the netting.</p> <p>Ensure that the ends of hammer wires are taped to minimise damage to the netting.</p> <p>Check cord netting annually by removing one of the "tell-tale" lengths of cord and checking it to ensure the continued viability of the netting.</p> <p>Check that the gates can move freely and can be secured in both their open and closed positions.</p> <p>Ensure that gates are adjusted for left and right handed throwers, set correctly and locked before each throw.</p>	
6.	Time of Day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials.
7.	Competition	Officials - Injury from impact of implement.	<p>During the competition ensure that:</p> <p>The circle is constantly swept free of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>All officials and athletes are aware of the need for concentration at all times.</p> <p>Only officials are allowed forward of the stop board.</p> <p>Officials forward of the stop board should stand outside the sector lines and always face the circle.</p> <p>The shot is returned by carrying and not throwing or rolling.</p>	<p>Officials Athletes</p> <p>IAAF Rules 187,191,192</p>

Source: IAAF Competition Rules 2010-2011:148-155; 160-167; Glad & Roe, 2002:198-200.

Additional points for Hammer Throw according to the IAAF (Glad & Roe, 2002: 200).

1. All throws shall only take place from the circle within the cage, and be supervised.
2. During a trial, ensure that officials stand outside the sector lines, facing the thrower.

3. Throws must not commence unless the supervisor signals it is safe to begin. It should be borne in mind that the sounding of the warning horn is to warn those in or adjacent to the sector of an impending throw, it should not be considered to be the sole means of telling the athlete they may commence throwing

**CHECKLIST 98: GENERIC RISK ASSESSMENT - JAVELIN THROW (cf. Table 4.92 on CD)**

No.	Hazard	Who/How affected	Control Measures	Control Measures Responsibilities
1.	Runway	Athletes – slipping, tripping due to worn or damaged surface. Injury from collision with each other or officials.	<p>Ensure runway is free of holes, worn or damaged areas or wet.</p> <p>Clean porous surfaces regularly to allow drainage.</p> <p>Sweep runway regularly to remove any excess water, grit or debris.</p> <p>Encourage athletes to wear appropriate footwear.</p> <p>Ensure that no obstructive check marks are placed on runway.</p> <p>Supervise warm-up before competition.</p> <p>Ensure runway is clear when athletes are about to start their approach.</p> <p>Ensure that measuring tapes do not encroach onto runway.</p>	Ground Staff Technical Manager Officials Coaches.
2.	Sector	Athletes, Officials – collision with implement and/or tripping due to poor condition of infield, safety sector not established.	<p>The central throwing area safety sector should be roped off.</p> <p>Ensure that holes in sector or infield are filled level with the ground.</p> <p>Ensure that all non-associated persons are away from the vicinity of the safety sector before throws commence.</p>	Ground Staff Technical Manager. Officials.
3.	Implements	<p>Athletes- Injury from loose or damaged grip.</p> <p>Officials – Injury from impact due to abnormal flight characteristics of bent/bowed javelin.</p>	Check javelins before the event and each throw to ensure they conform to the IAAF Rules193, and that they are serviceable, particularly the grip and profile.	Ground Staff, Technical Manager, Athletes, Officials
4.	Time of Day/lighting conditions	Athletes – Injury from not being able to see event layout.	Ensure adequate flood lighting.	Ground Staff, Technical Manager, Officials
5.	Competition	Officials – Injury from impact of implement	<p>During the competition ensure that: The circle is constantly swept free of standing water and grit.</p> <p>Practice trials are not allowed outside the circle.</p> <p>Only officials are allowed forward of the throwing line.</p>	Officials Athletes



			<p>All officials and athletes are aware of the need for concentration at all times.</p> <p>Officials forward of the throwing line should stand outside the sector lines and always face the throwing line.</p> <p>The javelin is returned by carrying and not throwing the javelin back.</p>	
--	--	--	--	--

Source: IAAF Competition Rules 2010-2011:148-155,167-170; Liebenberg, 2010[b]: Personal interview; Glad & Roe, 2002:201-203.

## CHECKLIST 99: PARKING QUESTIONS (cf. Table 4.93 on CD)

No.	Question to ask	YES	NO
1.	Will there be an impact on local traffic?		
2.	How many parking lots are available for persons with a disability?		
3.	Will parking lot attendants be required? If yes, determine number.		
4.	Is there an adequate line of sight for any attendant to see the parking lot?		
5.	Determined how frequently the parking lot should be patrolled before the event?		
6.	Determined how frequently the parking lot should be patrolled during the event?		
7.	Determined how frequently the parking lot should be patrolled after the event and for how long?		
8.	Are police and emergency services required on the parking area?		
9.	Is there adequate signage to the entrance gates?		
10.	Is external access limited by fences or other means?		
11.	Is additional security provided in the parking lot?		
12.	Stadium and parking – crime rate? (High/ Low)		
13.	Are there adequate bus parking and safe movement areas for those leaving buses or waiting for buses?		
14.	What other events are taking place on the day(s) nearby the stadium?		

Source: Fried, 2010:282-283,288 & Fourie, 2012[e]:56.

## CHECKLIST 100: PARKING PLANNING (cf. Table 4.94 on CD)

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Parking</b>							
1.	ID Parking areas							
2.	Determine parking areas for: <ul style="list-style-type: none"> <li>- LOC</li> <li>- Medical team</li> <li>- Ambulance</li> <li>- VIPs</li> <li>- Media</li> <li>- Technical officials</li> <li>- Athletes</li> <li>- TV vans</li> <li>- Public</li> <li>- Refreshments and catering</li> <li>- Doping</li> <li>- JOC members</li> </ul>							
3.	Security at parking: <ul style="list-style-type: none"> <li>- Quotations (3)</li> <li>- Budget</li> <li>- Determine numbers and areas</li> </ul>							

Sources: Holtzhausen, 2012: Personal interview; Coetzer, 2011: Personal interview; Theron, 2007: Personal interview; Strauss, 2007: Personal interview.

**CHECKLIST 101: GUIDELINES TO PLAN THE MEDICAL CONTINGENCY PLAN  
FOR TRACK AND FIELD EVENTS (cf. Table 4.95 on CD)**

<b>No</b>	<b>TOPIC</b>	<b>Medical Committee</b>	<b>LOC Member</b>	<b>Comment</b>
1.	Determine the level of participation and expected number of spectators	Jointly with Local organising committee (LOCM)	Jointly with MC	
2.	Identify the medical care necessary for the event and the personnel needed to serve the medical needs.	Medical Committee (MC)		
3.	Recruitment, training and supervision of the various medical personnel members.	MC		
4.	Identify the venues where medical care must be provided and identify the specific care to be available.	Jointly with LOCM	Jointly with MC	
5.	Ensure adequate facilities at the respective venues, supplies and equipment available for medical services at all official sites, venues and accommodation as well as the warming-up area.	Jointly with LOCM	Jointly with MC	
6.	Ensure that medical services are available and accessible to spectators, officials and athletes.	MC		
7.	Ensure that all emergency medical support units are clearly marked and visible from various points.	MC identifies	LOCM executes	
8.	Ensure the correct accreditation of medical staff, volunteers and the official medical team personnel.	MC identifies	LOCM Executes	
9.	Use the programmes and event tickets to indicate where the medical services will be available.	MC supplies information	LOCM executes	
10.	Assist the LOC in developing a medical budget - (jointly seek for sponsors – money and products)	MC identifies and compiles	LOCM submits	
11.	Submit medical report to JOC	MC		
12.	Prepare a medical information manual or document for athletes, teams, IAAF & ASA family and media.	MC compiles	LOCM supplies	

No	TOPIC	Medical Committee	LOC Member	Comment
13.	Clearly provide guidelines in the programme on how to obtain medical care.	MC compiles	LOCM supplies	
14.	Use the announcer to draw people's attention to where the medical services can be obtained.	MC prepares information	LOCM submits	
15.	Clearly mark the venue from different areas to guide athletes, spectators and officials to the medical service areas.	MC identifies	LOCM Executive	
16.	Establish liaison for speciality services and consultations such as laboratory services, X-ray services. (These services may be on site at major events such as the World Championships).	MC		
17.	Maintain a record system for all incidents, illness and treatment services provided. It may come in handy during any legal issues.	MC		
18.	Assign a member to serve as a liaison for team's medical staff, and conduct an orientation session for visiting teams' medical staff, outlining available medical services and venues available.		LOCM	
19.	When feasible, conduct a sport medicine educational seminar for medical personnel and athletes.	MC	LOCM books venue and markets	
20.	<p>Staffing guidelines: (Could be more depending on the level and size of the event).</p> <ul style="list-style-type: none"> <li>• Physicians – 2-3 one for the spectators and one/two for participants (major events 1 per 100 athletes)</li> <li>• Physiotherapists – one per 30–50 athletes</li> <li>• Massage Therapist – one per 50–75 athletes</li> <li>• Nursing staff 2-6 (including recorders)</li> <li>• Paramedic staff 2-6 (including stretcher bearers).</li> </ul> <p>(Staffing for ancillary and spectators' care will depend on the number of official sites, venues and accommodation areas).</p>	Jointly with LOCM	Jointly with MC	

No	TOPIC	Medical Committee	LOC Member	Comment
21.	In the event of an adverse outcome, such as death, a protocol should be in place for notification of family, and the public through the press. The Medical Director or designated representative and the Competition Director should act as spoke persons, and all other personnel should refrain from discussing the case outside the immediate medical team.	Medical Director	Competition Director	
22.	The medical team should have a risk management plan in place for any emergency situation that could occur at the event, e.g. fire, violence, etc.	MC		
23.	Be prepared for unforeseen cases of emergency.	MC		
24.	Ensure a well-planned entrance and exit route for the ambulance and other medical vehicles and ensure that a person is assigned to monitor that an ambulance is always available on site or on call, depending on the level and size of the event.	MC	LOCM	
25.	Ensure that pathways for wheelchairs and other persons with disabilities are clearly marked, and that they know about the safe pathways for them to use.	MC to identify	LOCM to execute	
26.	Identify the types of expected emergencies, injuries and potential violence that could occur and be prepared.	MC		
27.	Identify crowd culture	MC in conjunction with JOC	LOCM in conjunction with JOC	
28.	Ensure that you are aware of the weather factors that could play a role in the safety of the athletes and spectators.	Medical Director in conjunction with Competition Director	Competition Director in conjunction with Medical Director	

No	TOPIC	Medical Committee	LOC Member	Comment
29.	Determine who holds which position within the chain of command.	MC		
30.	Determine who will represent the MC in the JOC			

Source: Holtzhausen, 2012[a]: Personal interview; Holtzhausen, 2012[b]; ASA MINIMUM STANDARDS OF EVENTS MEDICAL CONTROL, 2008:2-6; Tarlow, 2002:111-121; Brown & Gudjonsson, (nd):13-14.





**CHECKLIST 103: PLANNING THE MARKETING OF THE EVENT (cf. Table 4.97 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Marketing</b>							
1.	Compile marketing committee							
2.	Determine meeting dates							
3.	Determine marketing tools							
4.	Design poster							
5.	Sign off poster							
6.	Determine number of posters							
7.	Print posters							
8.	Book lamp posts							
9.	Budget: - lamp posts - posters - flyers							
10.	Posters on lamp posts: - put up - take down							
11.	Determine dates for posters: - up - down							
12.	Determine number of flyers							
13.	Design flyers							
14.	Sign off flyers							
15.	Determine distribution of flyers: - Who - When - Where - Payment							
16.	Print flyers							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
17.	Quotations for advertisements: - Newspaper - Radio - Television							
18.	Compile advertisements: - Newspaper - Radio - Television							
19.	Sign-off advertisements: - Newspaper - Radio - Television							
20.	Newspaper articles: - Write - Prepare information for newspaper							
21.	Prepare press releases							
22.	Budget for all items identified							

Sources: Fourie, 2012[e]:30-35; Watt, 1998:119.

**CHECKLIST 104: MARKETING BUDGET (cf. Table 4.98 on CD)**

1.	<b>Date of this budget:</b>					
2.	<b>Date of Event:</b>					
3.	<b>Target market segments</b>	<b>Target numbers</b>	<b>Ticket price</b>			
4.	Individuals		R			
5.	Families		R			
6.	Children		R			
7.	Concessions/learners and students		R			
8.	Groups		R			
9.	Complimentary/hospitality/VIPs		Nil			
10.	Press		Nil			
11.	<b>Item</b>	<b>Elected item +no</b>	<b>Budget items</b>	<b>Budget</b>	<b>Amount approved</b>	<b>Amount used</b>
11.1	<b>Printed Items:</b>					
11.1.1	Tickets		Design costs Print costs			
11.1.2	Posters		Design costs Print costs			
11.1.3	Brochures		Design costs Print costs			
11.1.4	Leaflets/Flyers		Design costs Print costs			
11.1.5	Visitors' Map		Design costs Print costs			
11.2	<b>Advertisement:</b>					
11.2.1	Newspaper		Design advert Advertising cost			
11.2.2	Radio		Design advert Record advert			

			Advertising cost			
11.2.3	Television		Design advert Record advert Advertising cost			
11.2.4	Magazines		Design advert Advertising cost			
11.3	<b>Mascot/and other articles</b>					
11.3.1	Mascot: Mascot doll Sticker Bags Key rings, etc.		Design Production cost Number			
11.3.2	Websites		Design Establish			
11.4	<b>Banners/Advertising boards</b>					
11.4.1	Pull-out banners					
11.4.2	Advertising boards					
11.4.3	Scoreboards					
11.4.4	Bill boards					
11.4.5	Electronic message boards					
11.4.6	Painted Logos on grass					
11.5	<b>Other Costs</b>		Telephone costs Mailing costs Envelopes Stamps Volunteers to distribute flyers			
11.6	<b>Volunteers – T Shirts</b>					

Sources: Fourie, 2012[e]:121; Glad & Roe, 2002:92; Shone & Parry, 2001:185-187; Mullin, *et al.* 2000:189; Watt, 1988:66.



**CHECKLIST: 106 MEDIA NEEDS (cf. Table4.100)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Media</b>							
1.	Compile media list							
2.	Budget: - Card design - Print - Mail - Email							
3.	Invitation design - Meeting - Press launch - Awards function							
4.	Print invitation cards							
5.	Distribute invitation cards							
6.	Compile attendance list							
7.	Design parking and admission tickets							
8.	Letter to media – invitation Letter to media regarding: registration, press kits, accreditation, procedures and interviews							
9.	Accreditation cards Determine number for: TV Radio Press Photographer							
10.	Press venue - Seating - Tables - Phones - Email points - Computers							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Pigeon holes</li> <li>- Baskets</li> <li>- Workstations</li> <li>- Staff (3)</li> <li>- Results plan</li> <li>- Refreshments</li> <li>- Meals</li> <li>- Budget</li> </ul>							
11.	TV venue <ul style="list-style-type: none"> <li>- Chairs</li> <li>- Workstation</li> <li>- Baskets</li> <li>- Results plan</li> <li>- Staff (2)</li> <li>- Refreshments</li> <li>- Meals</li> <li>- Seating arrangements</li> <li>- Budget</li> </ul>							
12.	Appoint media liaison officer							
13.	Appoint media monitoring company							
14.	Appoint person to type results							
15.	Prepare press kit: <ul style="list-style-type: none"> <li>- Programme</li> <li>- Event list (set of entries) – up date</li> <li>- Revised lists</li> <li>- Statistics</li> <li>- Letter to media on arrangements</li> <li>- Attendance list media</li> <li>- Athletes' profile</li> </ul>							
16.	Determine personal interview needs							
17.	Liaise with ASA media delegate							
18.	Media releases <ul style="list-style-type: none"> <li>- Compile release</li> <li>- Ask for president quote</li> <li>- Ask for sponsor quote</li> <li>- Compile athletes' profiles</li> <li>- Sign-off of media release</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Mail releases</li> <li>- Budget</li> </ul>							
19.	Budget for all identified items							
20.	Press launch							
21.	Allocation of area for press registration: <ul style="list-style-type: none"> <li>- Table and chairs</li> </ul>							
22.	Allocation and preparation of media centre in terms of ASA minimum standards: <ul style="list-style-type: none"> <li>- Telephones</li> <li>- Fax machine</li> <li>- Computer and printer</li> <li>- Internet connection</li> <li>- Photocopy machine</li> </ul>							
23.	Allocation of interview area for winners							
24.	Obtain and distribute results							

Sources: Laxton, 2006[a]: Personal interview; Le Roux, 2006[a]: Personal interview; Van Wyk. 2006[a]: Personal interview; Boukes & Fourie, 2004:36-38ASA Handbook, 2002:12; Watt, 1998:119.



**CHECKLIST 107: JOB DESCRIPTION OF RADIO OFFICIALS (cf. Table 4.101 on CD)**

No	Officials	Job description
1.	Media Liaison Officer	Coordinate the process of all media; Attend to critical issues the head radio official cannot solve Roam between all media stations (Radio, TV, Written Press) Prioritise the media interviews between different media groups.
2.	Head Radio Official	Coordinate radio process; Attend to athletics-specific problems regarding results Monitor results to radio Coordinate the refreshments and meal distribution.
3.	Officials - Commentators: Three (3)	Roam between 11 stations and assist where needed Distribute results between stations; Serve refreshments and meals.
4.	Officials – General: Two (2)	Receive and coordinate distribution of results Assist to distribute results One needs to be available to receive new results; serve refreshments and meals.
5.	Officials – interviews and critical issues: two (2)	Assist the commentators to bring requested athletes for interviews; Assist with critical issues as requested by the Head Radio official.

Sources: Musandiwa, 2006: Personal interview; Van den Berg, 2006: Personal interview; Russouw, 2006: Personal interview.

**CHECKLIST 108: CONTENT OF THE PRESS PACK/MEDIA KIT (cf. Table 4.102 on CD)**

No.	CONTENT	COMMENT	YES	NO
1.	The complete participant list.	With the bib numbers for the event Participant list with first names and not only initials to personalize reports		
2.	Lane draws (Start lists).	The most current lists. If a revised list clearly indicate revised with the date and time to ensure the latest document is used. Two (2) or three (3) revised documents can come on one day on the same event.		
3.	A one-page event programme with correct starting times.	To do thorough planning for live crossings.		
4.	Identify sponsor of the event and clearly indicate how it fits in the name of the event. Other sponsors linked to something specific, e.g. an event – a bursary for the winner.	For acknowledgement purposes.		
5.	All possible stats relating to all items and participants in the event.	Profile forms of athletes (cf. Figure 4.8) Ranking lists of season (SA Statisticians) Any newsworthy information on the event, e.g. athletes who are children of former Springbok athletes or Rugby players. No of entries per event. Season's Best (SB) performance of athletes. Personal Best (PB) performance of athletes.		
6.	A covering Press Release	Summarising the highlights of the event.		
7.	Name list with contact numbers of all logistical support staff	Media Liaison Officer Head Official: Radio Medical Support: Dr, Dentist, Physiotherapist Competition Director		

Source: Fourie, 2012[e]:558-559.

**CHECKLIST 109: JOB DESCRIPTION OF TELEVISION OFFICIALS (cf. Table 4.103 on CD)**

No	Officials	Job description
1.	Media Liaison Officer	Coordinate the process of all media., attend to critical issues the head TV official could not solve; Roam between all media stations(Radio ,TV, Written Press);Prioritise the media interviews between different media groups.
2.	Head Television Official	Coordinate TV process; Attend to athletics specific problems regarding results; Coordinate the refreshments and meal distribution;
3.	Officials - commentators (1) one	Distribute results between commentators; serve refreshments and meals.
4.	Officials – general (1) one	Assist to distribute results; receive new results; serve refreshments and meals.

Sources: Fourie, 2012[e]:300; Laxton, 2006: Personal interview.

**CHECKLIST 110: ASSISTANCE TO MEDIA (cf. Table 4.104 on CD)**

No	Incident	Who must attend	What must be done
1.	Results not received	Results officials in media area	Determine which results have not been received, and fetch from the copy room.
2.	Errors on Results	When identified by the media, the Head official at the media or the Media Liaison officer will take this matter up with the Competition Director.	Verify results with the Competition Director.
3.	Interviews with athletes at the working station	Assigned official(s) for the media interviews will collect names	Fetch athlete at the mixed zone and accompany the athlete to the working station for the interview.
4.	Security at working station	Media officials assigned to the specific area and the security company at the door.	Assure media personnel that the equipment will be looked after
5.	No wind-gauge readings	Results officials will report to Head official or Media Liaison officer	1 <sup>st</sup> step – media official will try to collect information at the copy room, if not available, report to head official at the media or the Media Liaison officer to request the readings from the Competition Director
6.	Results to media	Coordinated by the Head official in each section and distributed by the officials assigned to results.	Each section of the TV, each radio and each newspaper or magazine will have its own basket/tray for officials to file results for the media at their respective working stations.
7.	Media not present at start	Baskets assigned will be filled with results	Receive basket when arrive

## CHECKLIST 111: CHECKLIST FOR A MEDIA LAUNCH (cf. Table 4.105 on CD)

No	Item	What to do	Comments
1.	When to call Press Launch		Only for extraordinary events
2.	Routine Announcements	Use a Press Release	Not necessary for a press launch
3.	Newsworthy information and top athletes available		Press Launch advisable
4.	Budget	Budget planning	Weigh the pros and cons. Determine if money is available.
4.	Day and Time of Press Launch		Take into consideration who is the main media that will be present.  Take into consideration deadlines of those media before the day and time are scheduled.
5.	Invitations	Design invitation  Follow up invitations by telephone two days in advance  Include precise travel directions to the press launch  A press release should follow after the launch	E-mail at least two weeks prior to launch.
6.	Facilities	Take the following into consideration when looking for a venue:  Consider the electrical requirements of television if applicable.  Enough space for photographers, camera men and radio equipment.  Arrange a physical set up that allows all media equal access.	Book the venue
7.	Branding	Drape the venue with the branding of the sponsor, province and national body.	Sponsors branding if applicable.
8.	Tables and chairs	Determine the format of the launch and plan the seating accordingly.	Table cloths, flowers and serviettes
9.	Media Kits	A covering press release summarizing the highlights of the speech.  Programme: Event  Athletes' profile on top athletes entered for the event.	Embargo the press release to media not attending the launch to enable the media attending to use it first.

		<p>Ranking list for the year</p> <p>Story on previous achievements at the most recent World event or the previous years' event.</p> <p>List of Records</p> <p>Accreditation Form for the Event</p> <p>Photographs / action shots of top athletes.</p> <p>A schedule of events.</p> <p>The identity and involvement of a sponsor.</p> <p>General information regarding date, time and venue of the event.</p>	<p>Obtain from SA Statisticians Association: rielman@iafrica.com</p> <p>This form could also go out with the invitation with the request to submit with RSVP or at event. If submitted with RSVP the accreditation card can be in the Media Kit</p>
10.	Printing	<p>Invitations</p> <p>Table programmes</p> <p>Media lists</p> <p>RSVP Cards</p> <p>VIP Place Cards</p> <p>Table Plan</p> <p>Table Numbers</p> <p>Media Packs</p> <p>Name Tags</p> <p>Postage/e-mail/sms costs</p>	Determine and budget
11.	Audio-visual aids	<p>Music, data projector, microphones must be checked prior to the event.</p>	PA System, Big screen, Data projector, Laptop.
12.	Personnel	<p>Master of Ceremonies</p> <p>Security</p> <p>Entertainment</p> <p>Admin Labour</p> <p>Sound</p> <p>Video team</p>	
9.	Duration	<p>Keep the introduction and speeches to the minimum.</p> <p>Give adequate exposure to the sponsor.</p> <p>Allow media to ask questions and assist with photos.</p> <p>Give athletes adequate exposure.</p>	
10.	Refreshments / Meals	<p>Quotations – 3 to be submitted.</p>	<p>This will be determined by the time of day.</p> <p>Stay within the budget.</p>

			If athletes are under age – no liquor to be served.
11.	Characteristic of launch		Be imaginative, catch the media's attention.  Give them something to report, e.g. game drive, rain trip etc.

Sources: Fourie, 2012[e]:104-105; Hauman, 2012:283; Glad & Roe, 2002:222-224; Boukes & Fourie, 2004:29-30.

**CHECKLIST 112: EVENT PROGRAMME (cf. Table 4.106 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation	YES	NO
	<b>Event programme</b>									
1.	Decide on cover page									
2.	Design cover page									
3.	Sign off cover page									
	<p><b>Request messages from:</b></p> <ul style="list-style-type: none"> <li>- President ASA</li> <li>- Chairperson: Track and Field</li> <li>- Sponsor</li> <li>- Mayor</li> <li>- Chairperson Province</li> </ul> <p><b>Determine content of programme:</b></p> <ul style="list-style-type: none"> <li>- Determine number of programmes and price of programme</li> </ul> <p><b>Decide on layout of programme:</b></p> <ul style="list-style-type: none"> <li>- Quotations (3)</li> <li>- Design</li> <li>- Layout</li> <li>- Printing</li> <li>- Print programme</li> <li>- Distribute programme</li> <li>- Gates: Public</li> <li>- Media</li> <li>- Technical officials</li> <li>- VIPs</li> <li>- Medical</li> <li>- Doping</li> <li>- Budget for all items identified</li> </ul>									

Sources: Fourie, 2012[c]; Stander, 2005: Personal interview; ASA Handbook, 2002:31-66.



**CHECKLIST 113: AWARDS CEREMONIES AND ANNOUNCEMENTS (cf. Table 4.108 on CD)**

No	Time	Audio Message/ Music	Visual message (Video Screen) Action
1.	10 min		<b>Assemble athletes and presenters (VIPs)</b>
2.	60 sec	Acoustic signal (fanfare music)	Simultaneously flashing words alternating on the video screen: Victory ceremony (English) Medalje-oorhandiging (Afrikaans)
3.	60 sec	Announcement: <b>English</b> The medals will be presented by <i>Name Title of presenter</i> and accompanied by <i>Name and title of presenter 2</i> if applicable. <b>Afrikaans</b> Die medaljes word oorhandig deur <i>Naam en title van persoon 1</i> en bygestaan deur <i>Naam en title 2de persoon</i>	Simultaneously the athletes march in led by the person appointed in the following order athletes 2 <sup>nd</sup> , 1 <sup>st</sup> , 3 <sup>rd</sup> followed by the medal ladies, flower/gift ladies ,VIP and the co-ordinator or lady assigned. The VIP contingent will go left and medal ladies right.
4.	2 min	When the three athletes are behind the podium: <b>Announcement:</b> <b>Medal presentation,- Event, e.g. 100m Women</b> Third <i>Name of Athlete/ Club/country and achievement</i> Second <i>Name of Athlete/ Club/country and achievement</i> Ladies and gentleman the 2010 National Champion <i>Name of Athlete/ Club/country and achievement</i> <b>Medalje-oorhandiging – Item, e.g. 100m Vroue</b> Derde <i>Naam van atleet/klub/Land en prestasie</i> Tweede <i>Naam van atleet/klub/Land en prestasie</i> Dames en here - die 2010 Nasionale Kampioen <i>Naam van atleet/?klub/Land en prestasie</i>	Athlete 3 <sup>rd</sup> mounts the podium Presenters step forward - medal and flowers  Athlete 2 <sup>nd</sup> mounts the podium – ditto  Athlete 1 <sup>st</sup> mounts the podium – ditto  Both presenters step back.
5.	30 sec	Ladies and Gentleman : the National anthem of <i>name of country</i>	Athletes turn to the flag poles.
6.	50-60 sec	<i>The national anthem of the winner's country is played</i>	National flags of the 3 medal winners are hoisted.

Source: Stander, 2010: Personal interview; Barra *et al.* 2003:209-211.

**CHECKLIST 114: FLAGS (cf. Table 4.109 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Flag protocol</b>							
1.	Hoisting of flags							
2.	Appoint staff to hoist flags							
3.	Collect flags							
4.	Determine procedure							
5.	Determine communication when flag ceremony is linked to the medal presentation							
6.	Determine regulations regarding the use of the national flag in opening ceremonies and closing ceremonies with march passes of athletes							

Sources: Fourie, 2012[e]:301; OUR FLAG [s.a].

**CHECKLIST 115: SELECTORS AND APPEAL BOARD (cf. Table 4.110 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Selectors</b>							
1.1.	Identify venue with view on track for max 5 selectors							
1.2.	Check tables and chairs							
1.3.	Prepare venue							
1.4.	Accreditation cards							
1.5.	Results to selectors							
<b>2.</b>	<b>Appeal Board</b>							
2.1.	Identify venue for max 5 members							
2.2.	Check tables and chairs							
2.3.	Accreditation cards							
2.4.	Key of room to Convener of Appeal Board							

Sources: Meyer, 2011[b]: Personal interview.

**CHECKLIST 116: SCORING (cf. Table 4.111 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<b>Scoring</b>							
1.	Appoint officials							
2.	Scores: <ul style="list-style-type: none"> <li>- Team competition</li> <li>- Team: women</li> <li>- Team: men</li> <li>- Best track athlete: male</li> <li>- Best track athlete: female</li> <li>- Best field athlete: male</li> <li>- Best field athlete: female</li> </ul>							
3.	Prepare score sheets							
4.	Ensure scoring tables are available							
5.	Determine recipients							
6.	Determine scoring system							

Sources: Badenhorst, 2007: Personal interview; Boukes & Fourie, 2004:45.

**CHECKLIST 117: SEEDING (cf. Table 4.112 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comment	Final Check	Evaluation
	<b>Seeding</b>							
1.	Appoint officials							
2.	Computer and printer							
3.	Draw sheets							
4.	Seeding rules current IAAF Rule book available)							
5.	Results							
6.	New draws							

Sources: Badenhorst, 2007: Personal interview; Van Rooyen, 2007: Personal interview.

**CHECKLIST 118: MEDIA ACCREDITATION FORM**

**LOGO OF ASSOCIATION/SCHOOL  
NAME OF ASSOCIATION OR SCHOOL**

**MEDIA ACCREDITATION FORM**

**NAME OF EVENT AND LOGO OF EVENT**

INDICATE CATEGORY: WRITTEN PRESS  NAME OF PAPER: \_\_\_\_\_  
 ..... PHOTOGRAPHER  NAME OF PAPER: \_\_\_\_\_  
 ..... RADIO  NAME OF STATION: \_\_\_\_\_  
 ..... TELEVISION  TV CAMERA

PLEASE PRINT

NAME & SURNAME	
E-MAIL ADDRESS	
MAILING ADDRESS	
POSTAL CODE	
MOBILE NO	
TELEPHONE (W)	
FAX NO	

PLEASE CONFIRM ATTENDANCE

EVENT	YES	NO
PRESS CONFERENCE		
CHAMPIONSHIPS DAY 1		
CHAMPIONSHIPS DAY 2		

If not able to attend, would you like us to e-mail you the results and press releases?

.....

Any meal requirements: (please specify)

.....

PLEASE RSVP ON OR BEFORE (Date)

Person's name and e-mail address and or fax no

Sign + title and contact no

**CHECKLIST 4.119: DIGNITARIES AND GUEST OF HONOUR (cf. Table 4.113 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Dignitaries and guests of honour(VIPs)</b>							
1.1	Determine guest list							
1.2	Determine protocol							
1.3	Design invitation cards							
1.4	Sign off invitation cards							
1.5	Determine categories of dignitaries							
1.6	Determine number of cards							
1.7	Quotations for invitation cards (3)							
1.8	Print invitation cards							
1.9	Distribute invitation cards							
1.10	Budget. Envelopes and stamps							
1.11	Budget. E-mail costs							
1.12	Compile attendance list							
1.13	Admission /Parking Tickets							
1.14	Determine venue							
1.15	Budget. venue							
1.16	Seating arrangements according to protocol							
1.17	Appoint host/hostess							
1.18	Name tags							
1.19	Reception of guests							
1.20	Handouts							
1.21	Hospitality area. - layout - food and beverages - security - branding - programmes - ASA information booklets - Hostesses / hosts							

Sources: Fourie, 2012[e]: 250; Adams, 2007: Personal interview; ABSA Series, 2002:1.

**CHECKLIST 120: PROTOCOL (cf. Table 4.114 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
<b>1.</b>	<b>Protocol</b>							
<b>1.1</b>	<b>Parking.</b>							
1.1.1	ID parking areas and reserve for VIP							
1.1.2	Reception at parking area – VIPs							
1.1.3	Escorting staff to VIP area							
<b>2.</b>	<b>Entrance to stadium and VIP Area</b>							
2.1	Gates. Separate VIP entrance to stadium							
2.2	Escort to VIP area							
<b>3.</b>	<b>VIP area</b>							
3.1	Hostess for VIP area							
3.2	Accreditation VIPs							
3.3	Reception VIP area. - Drinks on arrival - Gift on arrival - Programme on arrival -							
3.4	Seating arrangements according to protocol							
3.5	Cushions on seats of VIPs							
<b>4.</b>	<b>Security</b>							
4.1	Security: Outside VIP area Entrance to area In area Seating area							

Sources: Adams, 2007: Personal interview; Botha, H, Supt., 2007: Personal interview.



**CHECKLIST 121: CATERING (cf. Table 4.115 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Catering</b>							
1.1	Determine numbers of. - Officials - Volunteers - Media - VIPs - Support services							
1.2	Determine venues for catering for. - Officials - Volunteers - Media - VIPs - Support services							
1.3	Determine menu for. - Officials - Volunteers - Media - VIPs - Support services							
1.4	Collect quotations (3) from caterers for. - Officials - Volunteers - Media - VIPs - Support services							
1.5	Appoint caterers for. - Officials - Volunteers - Media - VIPs - Support services							
1.6	Design meal tickets							
1.7	Print meal tickets							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.8	Distribute meal tickets							
1.9	Appoint waiters for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.10	Prepare facilities for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.11	Branding of facilities for catering for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.12	Determine if caterers will supply. <ul style="list-style-type: none"> <li>- Cutlery</li> <li>- Plates</li> <li>- Serviettes</li> <li>- Table cloths</li> <li>- Urn</li> <li>- Warm trays</li> </ul>							
1.13	Determine what liquor and other drinks for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.14	Determine numbers for drinks to be provided. <ul style="list-style-type: none"> <li>- Officials</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
	<ul style="list-style-type: none"> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.15	Determine venues where drinks are to be provided to. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.16	Determine bar services. Cash or free bar services for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.17	Quotations: bar service (3) for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.18	Make appointment for rendering of bar services for. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							
1.19	Determine for whom bar service will be available. <ul style="list-style-type: none"> <li>- Officials</li> <li>- Volunteers</li> <li>- Media</li> <li>- VIPs</li> <li>- Support services</li> </ul>							

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.20	Determine if a liquor licence is necessary If yes: Do the premises have a liquor licence? If not: Apply?							
1.20	Determine if equipment will be included. - Optics - Glasses - Water jugs - Bottle openers							
1.21	Determine serving procedures for. - Officials - Volunteers - Media - VIPs - Support service							
1.22	Determine amount of float (if cash bar) for. - Officials - Volunteers - Media - VIPs - Support services							
1.23	Determine sequence for drinks							
1.24	Budget for all items identified							
1.25	Tenders for public and athletes' meals. - Advertise for tenders for food and drink stalls							
1.26	Appoint food stalls Appoint stalls for soft drinks, coffee and tea							

Sources: Botha H, 2007: Personal interview; Coetzer, 2008: Personal interview; Adams, 2007: Personal interview.

**CHECKLIST 122: FINANCIAL PLANNING FORM (cf. Table 4.116 on CD)**

No	Source of funds	Committed	Potential	Total	Actual	Over/Under Budget
1.	School funds					
2.	Education Dept. grant					
3.	Registration and entry fees					
4.	Participation Fee					
5.	Admission Fee					
6.	Stadium. Rental					
7.	Equipment. Rental					
8.	Concession sales					
9.	Other sales					
10.	Private gifts and donations					
11.	Special event fundraising					
12.	Sponsorships					
13.	Other					
14.	Other					
	<b>TOTAL INCOME</b>					

Source: Botha, H, 2012: Personal interview; American Sport Education Program, 1996:56.

**CHECKLIST 123: EXAMPLE OF A BUDGET WITH A SPONSOR – TWO DAY  
EVENT (cf. Table 4.117 on CD)**

<b>FINANCIAL BUDGET (WITH A SPONSOR)</b>
--

<b>INCOME:</b>	(Total)	<b>R</b>
----------------	---------	----------

Dinner Tickets	(No x R)	
----------------	----------	--

Tournament Levy	(No x R)
-----------------	----------

Sponsor	Amount
---------	--------

<b>EXPENDITURE:</b>	(Total)	<b>R</b>
---------------------	---------	----------

<b>1 Printing</b>	(Total)	<b>R</b>
-------------------	---------	----------

- Programmes event	(No x R)	
--------------------	----------	--

- Programme	
-------------	--

-Tables	(No x R)
---------	----------

- Meal Tickets	(No x R)
----------------	----------

- Race Numbers	(No x R)
----------------	----------

- Route/ Venue &	
------------------	--

- Maps	(No x R)
--------	----------

<b>2 Medals and Trophies</b>	(Total)	<b>R</b>
------------------------------	---------	----------

Medals and Trophies	(No x R)	
---------------------	----------	--

<b>3 Officials + LOC</b>	(Total)	<b>R</b>
--------------------------	---------	----------

- Official services for 2 days (No x R x 2)		
---	--	--

- Volunteers for 2 days (No x R x 2)	
--------------------------------------	--

- Announcers' fees	(No x R)
--------------------	----------

- LOC members	(No x R)
---------------	----------

- LOC Function	(No x R)
----------------	----------

- Time Keeping officials/equipment	(No x R)
------------------------------------	----------

- Results + seeding officials	(No x R)
-------------------------------	----------

- Travelling + accommodation	(No x R)
------------------------------	----------

- Meals + Refreshments for 2 days (No x R x 2)	
--	--

<b>4 Road Race &amp; Walk</b>	(Total)	<b>R</b>
<ul style="list-style-type: none"> <li>- Measurement of routes</li> <li>- PA System</li> <li>- Chevron Tape</li> <li>- Water &amp; Coke (No x R x 2)</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
<b>5 VIPs Media &amp; Executive</b>	(Total)	<b>R</b>
<ul style="list-style-type: none"> <li>- Travelling &amp; Accommodation (no x R)</li> <li>- Meals &amp; Refreshments ( for 2 days x R)</li> <li>- Refreshments at meetings</li> <li>- Welcoming Function (No x R)</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
<b>6 Medical Services</b>	(Total)	<b>R</b>
<ul style="list-style-type: none"> <li>- Medical services for two days(No x R x 2)</li> <li>- Medical equipment</li> <li>- Message oil</li> <li>- Ice</li> <li>- Drinks doping</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
<b>7 Security</b>	(Total)	<b>R</b>
<ul style="list-style-type: none"> <li>- Security for 2 days (No x R x 2)</li> <li>Meals (No x R x2)</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
<b>8 Administrative</b>	(Total)	<b>R</b>
<ul style="list-style-type: none"> <li>- Ammunition (No x R)</li> <li>- Temporary licenses (No x R)</li> <li>- Envelopes &amp; Stationery</li> <li>- Safety Pins (No x R)</li> <li>- Flags</li> <li>- Sundries</li> <li>- Media releases + Launch</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>





**CHECKLIST 124: EXAMPLE OF A BUDGET EXCLUDING A SPONSOR (cf. Table 4.118 on CD)**

FINANCIAL BUDGET (WITHOUT A SPONSOR)		
<b>INCOME:</b>	(Total)	<b>R</b>
Dinner Tickets or Entry Fee per team or individual athlete (No X R)		
<b>EXPENDITURE:</b>	(Total)	<b>R</b>
<b>1 Printing</b>	(Total)	<b>R</b>
- Programmes Event	(No x R)	
- Programmes Tables	(No x R)	
- Meal Tickets	(No x R)	
- Race Numbers	(No x R)	
- Route/ Venue Maps	(No x R)	
<b>2 Medals and Trophies</b>		<b>R</b>
Medals and Trophies	(No x R)	
<b>3 Officials + LOC</b>		<b>R</b>
- Official services for (2 days x R x No)		
- Volunteers for 2 days x No x R		
- Announcers' fees		
- LOC members (No x R x 2 )		
- LOC Function		
- Time Keeping officials/equipment		
- Results + seeding officials (No x R x 2)		
- Travelling + accommodation (No x 2 x R)		
- Meals + Refreshments for (2 days x No x R)		
R		

4	<b>Road Race &amp; Walk</b>	(Total)	<b>R</b>
	<ul style="list-style-type: none"> <li>- Measurement of routes</li> <li>- PA System</li> <li>- Chevron Tape</li> <li>- Water &amp; Coke (No x 2 days x R)</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
5	<b>VIPs Media &amp; XXXXX Executive</b>	(Total)	<b>R</b>
	<ul style="list-style-type: none"> <li>- Travelling &amp; Accommodation</li> <li>- Meals &amp; Refreshments ( for 2 days)</li> <li>- Refreshments at meetings</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
6	<b>Medical Services</b>	(Total)	<b>R</b>
	<ul style="list-style-type: none"> <li>- Medical services for (two days x No x R)</li> <li>- Medical equipment</li> <li>- Massage oil</li> <li>- Ice</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
7	<b>Security</b>	(Total)	<b>R</b>
	<ul style="list-style-type: none"> <li>- Security for (2 days x No x R)</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>
8	<b>Hiring of facilities &amp; equipment</b>	(Total)	<b>R</b>
	<ul style="list-style-type: none"> <li>- Marquee tents, tables &amp; chairs</li> <li>- Radios</li> <li>- Electricity</li> <li>- Casual labour – stadium (x No x R x 2 days)</li> <li>- Stadium &amp; equipment</li> <li>- Video production</li> </ul>		<div style="border: 1px solid black; width: 100%; height: 100%;"></div>

9 **Administrative**

(Total)

**R**

- Ammunition (No x R)
- Temporary silences (No x R)
- Envelopes & Stationery
- Safety Pins (No x R)
- Flags
- Sundries
- Media releases + Launch

10 **Awards Function**

**R**

- Dinner Athletes (e.g.400 x R 150)
- VIPs + Guests ( e.g.25 x R150)
- Wine for VIPs
- Hall décor
- Flowers

Nett expenditure over income n - R =

**R**

.....

TREASURER

To balance the budget the LOC should ask some questions:

1. Will the LOC be able to carry a loss of R 151,690? For example
2. What are nice to haves?

This could be:

Awards Function	R	
Video production	R	
LOC Function	R	
LOC Members	R	(Pay their own way)
Table Programmes	R	
Programmes	R	( 1 or 2 pager)
Marquee tent	R	
Media	R	
Total saving	R	

Nett expenditure over income - R =

R

To cover the cost of the loss an entry fee per athlete could be charged of R120 per athlete = R 48,000

If that is not acceptable, the budget will have to be cut regarding expenses in the catering VIPs and Executives.

Source: Botha, 2012: Personal interview.

**CHECKLIST 125: MANAGING THE FINANCES (cf. Table 4.119 on CD)**

No	Task	Who is responsible?	Progress Report 1	Progress Report 2	Progress Report 3	Comments	Final Check	Evaluation
1.	<b>Finances</b>							
1.1	Compile budget							
1.2	Approve budget							
1.3	Quotations. - Collect - Approve							
1.4	Invoice sponsor							
1.5	Payment of accounts							
1.6	Prepare financial statements							
1.7	Auditing of financial statements							
1.8	Petty cash							
1.9	Lay down rules regarding finances and budget							
1.10	<b><i>All budget items and quotations of other sections must be submitted to the treasurer to compile the budget.</i></b>							

Sources: Botha, 2012: Personal interview; Watt, 2003:111.

## FIGURES

Reference applicable to this document refers to either a Table or Checklist on the CD or in text

Index pages: 1-2 refer to the pages in this document

No	Figure	Heading	Reference	Page no
1.	Figure 4.1	Structure of a Local Organising Committee.	In Text	
2.	Figure 4.2	Entry Form.	Table 4.14	3
3.	Figure 4.3	International Entry Form.	Table 4.15	4
4.	Figure 4.4	Circular 1.	Table 4.16	5-12
5.	Figure 4.5	Letter of Credence.	Table 4.17	13
6.	Figure 4.6	Preliminary Programme		14-19
7.	Figure 4.7	Personal detail of athlete for the season 2010		20-22
8.	Figure 4.8	Technical requirements for an ASA Track and Field Event.	Checklist19	23-32
9.	Figure 4.9	Pre-meeting inspections a day before the meeting & the day of the meeting.		33-42
10.	Figure 4.10	Form to report problems during the event	Checklist 21	43
11.	Figure 4.11	On the day checklist – technical preparation	Checklist 22	44-45
12.	Figure 4.12	Advertising Boards / In field Boards in Outdoor Stadiums		46
13,	Figure 4.13	Checklist: Technical preparation – during the event		47-49
14.	Figure 4.14	Checklist – clearing of competition area and closing of the venues	Checklist 23	50
15.	Figure 4.15	Vests and numbers according to the IAAF rule (A National Vest)	Checklist 27	51
16.	Figure 4.16	Vests and numbers according to the IAAF rules (Club competitions)	Checklist 28	52
17.	Figure 4.17	Vests and numbers according to the IAAF rules (National Vest with national sponsor).	Checklist 29	53
18.	Figure 4.18	Confiscation Form		54-55
19.	Figure 4.19	Results plan		56-57

<b>No</b>	<b>Figure</b>	<b>Heading</b>	<b>Reference</b>	<b>Page no</b>
20.	Figure 4.20	Umpires' positions for 110m Hurdles and 100m Hurdles		58
21.	Figure 4.21	Umpires' positions for 200m		59
22.	Figure 4.22	Umpires' positions for 400m		60
23.	Figure 4.23	Umpires' positions for 800m		61
24.	Figure 4.24	Umpires' positions for 400m Hurdles		62
25.	Figure 4.25	Umpires' positions for 3000m Steeple Chase		63
26.	Figure 4.26	Umpires' positions for 4 x 100m Relay		64
27.	Figure 4.27	Umpires' positions for 4 x 400m Relay		65
28.	Figure 4.28	Positioning of High Jump Judges		66
29.	Figure 4.29	Positioning of Pole Vault Judges		67
30.	Figure 4.30	Positioning of Long Jump Judges		68
31.	Figure 4.31	Positioning of Triple Jump Judges		68
32.	Figure 4.32	Positioning of Shot Put Judges		69
33.	Figure 4.33	Positioning of Discus throw Judges		70
34.	Figure 4.34	Positioning of Hammer Throw Judges		70
35.	Figure 4.35	Positioning of Javelin Throw Judges		71
36.	Figure 4.36	The Hazards Identification and Risk Evaluation Procedure		72
37.	Figure 4.37	Emergency Action Plan Checklist		73-78
38.	Figure 4.38	Medical Record - Form		79-80
39.	Figure 4.39	Pro forma Press Release		81-82
40.	Figure 4.40	Victory Ceremony Time Table		83-84
41.	Figure 4.41	Final phase of event management		85
42.	Figure 4.42	Equipment control form		86-93
43.	Figure 4.43	Report on closure of event		94
44.	Figure 4.44	Improvements		95
45.	Figure 4.45	Sources of information for evaluation		96
46.	Figure 4.46	Value of a debriefing and assessment session		97

All figures were used, adapted or designed on the basis of a literature study, personal interviews and the 35+ years' experience of the researcher as event organiser in track and field events. Several of the figures the researcher designed or adapted during these years and applied at events. The figures will refer to the tables, checklists or text in the main document

## Figure 4.2: ENTRY FORM

LOGO of Association

NAME OF ASSOCIATION

ENTRY FORM: TRACK AND FIELD - MEN

USSAM/EF/TF

NAME OF STUDENT : PLEASE PRINT/TYPE IN BLACK					LISENCE NO/ IF TEMP. NO INDICATE TEMP NO	EVENT(S)	SEASON'S BEST TIME/DISTANCE
FIRSTNAME	SURNAME	DATE OF BIRTH	STUDENT NO	COURSE			
EXAMPLE JOHN	NKOSI	1981 – 02-11	2001056877	B Com	235 FS	100/200/LJ	10.00;22.45;6.00m
4 x 100 m RELAY	INDICATE NUMBER OF TEAMS						
4 x 400m RELAY	INDICATE NUMBER OF TEAMS						

INSTITUTION:.....

SEAL OF INSTITUTION

SPONSOR'S LOGO

DIVISION:.....SIGNATURE: VICE-RECTOR/REGISTRAR:.....


NO ENTRY WILL BE ACCEPTED IF NOT SIGNED, CARRIES STAMP OF INSTITUTION AND ALL INFORMATION IS COMPLETED

CLOSING DATE FOR ALL ENTRIES: FRIDAY 14 NOVEMBER 2003 AT 12:00 FAX: 051-507 33 13

Source: Fourie, 2012[e]:56




Figure 4.3 International Entry Form



**FISU**

**XX Universiada '99**  
 Palma de Mallorca, España  
 03/07/99 - 13/07/99  
 Fundación Juegos Mundiales Universitarios  
 C/ Camino de la Vileta, 40 07011 Palma (España)  
 Tel: 0034-971-457211 Fax: 0034-871-264180  
 E-mail: universiada@bitel.es



**Universiada  
1999  
PALMA**

**Individual Competitor Entry Form**  
**Inscription Individuelle de Concurrent**

**Athletics**  
**Athlétisme**

I-1

---

**COUNTRY / PAYS**

**Country Code**

**Code du Pays**

**NO**

Family Name / Nom de Famille

First Name / Prénom

Roman Alphabet Alphabet Romain	<input style="width: 95%;" type="text"/>	The participants must have been born between January 1, 1961 and December 31st, 1971
Nationality Nationalité	<input style="width: 95%;" type="text"/>	Les participants doivent être obligatoirement nés entre le 1 Janvier 1961 et le 31 Décembre 1971
Date of Birth Date de Naissance	<input style="width: 20%;" type="text"/> / <input style="width: 20%;" type="text"/> / <input style="width: 20%;" type="text"/> <small>Day / Jour Month/Mois Year/Année</small>	Sex / Sexe <input type="checkbox"/> M <input type="checkbox"/> F
Place of Birth Lieu de Naissance	<input style="width: 100%;" type="text"/>	
Passport Number Numero du Passport	<input style="width: 100%;" type="text"/>	Height Taille <input style="width: 100%;" type="text"/> cm
Address Adresse	<input style="width: 100%;" type="text"/>	
City Ville	Postal Code Code Postal <input style="width: 100%;" type="text"/>	Country Pays <input style="width: 100%;" type="text"/>
Name of University Nom de l'Université	<input style="width: 100%;" type="text"/>	
Faculty Faculté	Field of Study Etudes <input style="width: 100%;" type="text"/>	Year of study Année d' études <input style="width: 100%;" type="text"/>
Graduation date Diplômé le	<input style="width: 100%;" type="text"/>	

photo

Event Epreuve	X	Personal Best Meilleur Résultat Personnel	Best Performance of the Season Meilleur Performance de la Saison	Event Epreuve	X	Personal Best Meilleur Résultat Personnel	Best Performance of the Season Meilleur Performance de la Saison
100m				3000m Steeplechase			
200m				Relay 4x100m			
400m				Relay 4x400m			
800m				High Jump			
1500m				Long Jump			
5000m				Triple Jump			
10000m				Pole Vault			
10km Walk				Shot Put			
20km Walk				Discus			
Marathon				Hammer			
100m Hurdles				Javelin			
110m Hurdles				Heptathlon			
400m Hurdles				Decathlon			

I declare that the above athlete is a bona fide member of the delegation participating in the Universiade'99 in Palma de Mallorca, Spain, that he or she is covered by an insurance policy as mentioned in the F.I.S.U. regulations art 5.8.3 and that the information stated on this form is true to the best of my knowledge.

Je déclare que l'athlète susnommé est membre de la délégation participante à l'Universiade'99 à Palma de Mallorca - Espagne, qu'il est couvert par une assurance pour les risus repris à l'article 5.8.3 des règlements de la F.I.S.U., et que les renseignements fournis dan ce formulaire sont sincères et vétables.

**Entry to be sent back no later than 15/06/99**

Two (2) copies must be sent to the Organizing Committee  
 Please retain a copy for your own records

**Inscription à renvoyer au plus tard 15/06/99**

Deux (2) copies doivent être renvoyées au Comité d' Organisation.  
 Veuillez retenir une copie pour votre propre administration

**Name and Signature of the FNSU Representative**  
 Nom et Signature du Représentant de is FNSU

Name / Nom:   
 Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Name and Signature of the FNSU Representative (only for non-member associations)**  
 Nom et Signature du Représentant de is FNSU (Asilement pour associations non-members)

Name / Nom:   
 Signature: \_\_\_\_\_  
 Date: \_\_\_\_\_

CIC Approval  
Approbation du CIC

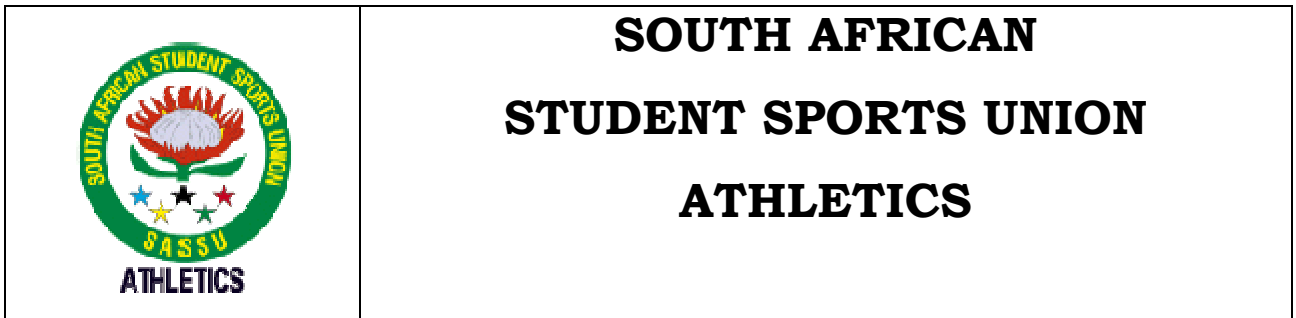
1999CIC

Category / Catégorie

For Official Use Only / Pour Usage Officiel

Source: XX Universiade '99, Individual Competitor Entry Form, Palma de Mallorca, Espana.

**Figure 4.4: Circular 1**



**DATE**

**Attention: All Athletics Organisers**

**CIRCULAR: SASSU ATHLETICS TRACK AND FIELD 1/2003**

**RE: ABSA SA STUDENT TRACK AND FIELD CHAMPIONSHIPS 2003**

**SASSU Athletics hereby invite all Institutions, affiliated to SASSU and SASSU Athletics to enter for the 2003 ABSA SA Student Track and Field Championships.**

**Please take note of the following:**

**1. ABSA SA Student Track and Field Championships:**

Date : 4 – 6 December 2003

Venue : Durban Stadium

**2. AFFILIATION :**

No Entry will be accepted if your Institution is not affiliated to:

2.1 SASSU

2.2 SASSU Athletics

2.3 Information on affiliation has gone out from the SASSU office to your Institution. Please ensure that your Institution is affiliated prior to the event in Durban.



Men : 6

Women : 4

### **3.10 INFORMATION ON ENTRY FORM :**

Please complete the times, heights and distances on the entry form.

If there is no such information on the entry form, you will do an injustice to your athlete when seeding is done.

**ALL ENTRIES MUST BE SUBMITTED TO THE SECRETARY-GENERAL ON OR BEFORE FRIDAY 14 NOVEMBER 2003 AT 12:00. NO LATE ENTRIES ACCEPTED.**

**YOU MAY SEND IT AS FOLLOW:**

- 1. FAX ENTRY FORM TO : 051-5073313  
AND MAIL OTHER DOCUMENTATION TO REACH THE SECRETARY-GENERAL ON OR BEFORE 14 NOVEMBER 2003**

**MAILING ADDRESS:**

**The Secretary-General  
SASSU ATHLETICS  
Ms WILLIEN FOURIE  
Central University of Technology  
Sports Academy  
P/Bag X 20539  
Bloemfontein 9300**

**OR By Courier Service: DOOR TO DOOR (Parcel will be delivered directly to the secretary and no need for the secretary to go to the post office; saves time).**

**The Secretary General  
SASSU Athletics  
Ms Willien Fourie  
Central University of Technology, Free State  
Sports Academy  
Room15**

1 South Street  
Bloemfontein. 9300  
Tel: Cell 0821126473

OR BY E-mail:

[fouriew@cut.ac.za](mailto:fouriew@cut.ac.za)

2. Mail the full package to reach the Secretary-General by 14 NOVEMBER 2003. See P/Bag address above.
3. Send full package by Courier Service: See Courier address above.

**Please do not Courier the entries to the P/Bag address.**

***It is your responsibility to check with the office of the Secretary-General to confirm receipt of your entries.***

Telephone Number: 051-5073564(w) you will speak to my secretary: Mrs Estelle Reyneke. She will be able to confirm receipt of entries.

E-mail: [fouriew@cut.ac.za](mailto:fouriew@cut.ac.za)

4. ACCOMMODATION :

***Accommodation is the sole responsibility of the home Institution. Please book well in advance to ensure your accommodation.***

**TO BOOK, CONTACT:**

ACCOMMODATION OPTIONS

Contact persons: Stefmare Naude or Jacques

**Tel: 012-991 6280/5350**

**Fax: 012-9916281**

**E-mail: [stefmare@intekom.co.za](mailto:stefmare@intekom.co.za)**

***Mention that you want accommodation for the Absa SA Student Track and Field Championships***

OR

VIJAY BALRAM: 031-260 2197 OR E-Mail: [balramv@nu.ac.za](mailto:balramv@nu.ac.za) for accommodation at the University . See Addendum A, attached regarding payment. (Not included in studies)

## 5. PAYMENT:

### 5.1. FINAL DINNER:

Please indicate on the INFORMATION FORM the number of persons intending to attend the Final Dinner.

Only Institutions that pay during REGISTRATION will obtain access to attend the Final Dinner.

### **NB Payment to be made to: SASSU Athletics**

Final Dinner: R 60 per person

**Please take note that there will be a cash bar.**

## 6. MEETINGS

### 6.1 SASSU Athletics Executive Meeting

- Who must attend :
- All Executive members
- Commission Chairpersons

DATE : 3 December 2003

VENUE : TBA

TIME : 17:00 – 22:00

### 6.2 SASSU Athletics Annual General Meeting

#### **WHO MAY ATTEND**

2 Representatives of each affiliated Institution to SASSU and SASSU Athletics. One staff member & 1 student need to be present. A completed Letter of Credence (attached), see Figure 5.6 needs to be submitted to the secretary general at the annual general meeting.

All Executive members

**IMPORTANT DOCUMENTATION TO HAND TO THE SECRETARY-GENERAL AT THE ANNUAL GENERAL MEETING (BEFORE THE START OF THE MEETING)**

1. Please take note that if neither a staff member nor a student can attend the meeting, a proxy on an official letterhead of the Institution given to the member of the Institution attending the meeting will be allowed. If a student gives a proxy to a staff member or the staff member to a student, please indicate the student number next to the student's name and the staff number next to the staff member's name. The letter must carry the signature of both members as well as that of the chairperson of the athletics club or the Head of the Sports Office.
2. Letter of Credence (*cf.* Figure 4.4).

**NO HAND-WRITTEN LETTERS WILL BE ACCEPTED.  
NO LETTER OF CREDENCE WILL BE ACCEPTED IF NOT DONE ON AN OFFICIAL LETTERHEAD OF THE INSTITUTION OR THE OFFICIAL SASSU ATHLETICS LETTER OF CREDENCE ATTACHED.**

**DATE : 4 December 2003**  
**VENUE : TBA**  
**TIME : 16:00 – 17:00**

**All motions for discussion must reach the Secretary-General in WRITING on or before 14 November 2003.**

**6.3 TECHNICAL MEETING**

**WHO MUST ATTEND:**

- All Referees
- Starters
- SASSU Athletics Executive
- All Team Managers

**DATE : 4 December 2003**  
**VENUE : TBA (to be announced if you do not have a confirmed venue at the time the circular goes out. Confirm later with 2<sup>nd</sup> circular or email)**  
**TIME : 17:00 – 18:30**

## 6.4 ACCREDITATION, REGISTRATION, AND PAYMENTS PRIOR TO THE TECHNICAL MEETING:

DATE : 4 December 2003  
VENUE : TBA  
TIME : 09:00 – 19:00

PLEASE TAKE NOTE THAT ALL DOCUMENTATION FOR THE TECHNICAL MEETING WILL BE AVAILABLE AS FROM 09:00 – 19:00 ON 4 DECEMBER. VENUE TO BE ANNOUNCED. ALL DOCUMENTATION MUST BE CHECKED AND ALL WITHDRAWALS MUST BE DONE ON THE DOCUMENTATION IN THE ENVELOPE TO BE HANDED IN AT THE ACCREDITATION CENTRE. PLEASE CHECK THE NUMBERS, ETC. HAND IN BEFORE LEAVING THE ACCREDITATION CENTRE. NO WITHDRAWALS WILL BE ACCEPTED AFTER 19:00.

When you enter the accreditation and registration hall follow the stations and directions as indicated on the walls. That will ensure that you collect all information, and submit and do payments as required prior to the Technical Meeting.

## 7. FORMS:

### 7.1 INFORMATION FORM :

See attached (*cf.* Checklist 6 on CD). This form must be faxed or sent by email to the Secretary-General on or before 7 NOVEMBER 2003. THIS IS TO ASSIST THE SECRETARY-GENERAL TO:

- update contact details
- be able to contact an Institution if problems occurred on entry forms
- determine whether all faxes have been delivered
- whether information form has been received, as well as the entry forms .

### 7.2 ENTRY FORMS: (*cf.* Figure 4.3 and Figure 4.4 example) not attached for this study

7.2.1 ENTRY FORM TRACK AND FIELD: WOMEN

7.2.2 ENTRY FORM TRACK AND FIELD: MEN

Fax: 051-5073313

E-mail: [fouriew@cut.ac.za](mailto:fouriew@cut.ac.za)

7.2.3 ENTRY FORM ROAD RUNNING: WOMEN

7.2.4 ENTRY FORM ROAD RUNNING: MEN



**ALL THESE ENTRIES MUST REACH THE SECRETARY-GENERAL BY 14 NOVEMBER 2003.  
NO LATE ENTRIES WILL BE ACCEPTED**

## **8. PROGRAMME:**

The preliminary programme that has to be attached is depicted in Figure 4.7.

## **9. GENERAL**

1. Only *bona fide* students', studying a full time course and fitting into the definition of a *bona fide* student as specified by FISU and SASSU will be allowed to participate.
2. SASSU Athletics will scrutinize the *bona fides* at the Absa SASSU Athletics Championships.
3. **Student Cards** must be handed in at the Accreditation Centre on receipt of Registration Documentation. No documentation will be given out without the receipt of the student cards.
4. No student will be allowed to participate if the **student card is not handed in or a discrepancy is picked up on the entry form when compared to the student card.**
5. **Absa SASSU Cross Country Trials**

Date : 31 January 2004

Venue : DC de Villiers Athletics Stadium, Tukkies

Time : Registration: 08:00 – 09:00

Races will start from 09:00

Who may participate?

- **2003 SASSU Cross-Country Squad;**
- **Athletes who submitted Medical Certificates for the 2003 Cross-Country Championships;**
- **Athletes who were training or were abroad preparing for the 2003 Universiade;**
- **All athletes must bring their passports with 6 colour ID photos and a certified copy of their IDs to the trials;**
- **The team will be announced at the trials and all documentation must be submitted after the announcement.**

All correspondence regarding the World Student Cross-Country Championships will come from the Secretary-General's office and all documentation must be mailed, or sent by courier to the Secretary-General. The Manager will be responsible for the team as soon as the team gathers prior to departure. All administration and clothing will be the responsibility of the Secretary-General and the Treasurer.

**Yours in Sport**

**Willien Fourie**

**Secretary-General: SASSU Athletics**

Contact details: 051-5073312 or [fouriew@tfs.ac.za](mailto:fouriew@tfs.ac.za)

Source: Fourie, 2012[e]:70-77.

Figure 4.5 Letter of Credence



**SOUTH AFRICAN  
STUDENT SPORTS UNION  
ATHLETICS**

***LETTER OF CREDENCE***

NAME OF INSTITUTION : \_\_\_\_\_

MEETING ATTENDING : \_\_\_\_\_

**OFFICIAL REPRESENTATIVES** *[please print legibly]*

NAME AND SURNAME	INDICATE STAFF OR STUDENT	STAFF NUMBER/STUDENT NUMBER

**OBSERVERS** *[please print legibly]*

NAME AND SURNAME	INDICATE STAFF OR STUDENT	STAFF NUMBER/STUDENT NUMBER

NAME OF SPORT DIRECTOR

SIGNATURE

Source: Fourie, 2012[e]:78

Figure 4.6: Preliminary Programme

Preliminary Programme

TIME TABLE							
FIRST DAY							
	*	HEATS	***	ROAD RACE STARTS AT			
	**	SEMI-FINALS					
	(F)	FINAL					
NOTE: If the heat becomes only a final it will be run at the time of the final							
	TIME	MEN		WOMEN		DECATH.	HEPTATH
		TRACK	FIELD	TRACK	FIELD		
1	06:00	ROAD 21,1 km***					
2				ROAD 21,1 km***			
3	08:00	20KM WALK (F)					
4	08:10			10KM WALK (F)			
5	10:50					100 m	
6	11:00	400 m *					
7	11:00		DISCUS * 1				
8	11:00				SHOT PUT *		

9	11:35			1500*			
10	11:55						100 m H
11	12:00		DISCUS * 2				
12	12:00					LONG JUMP	
13	12:05			100 m H *			
14	12:20	110 m H *					
15	12:40	1 500 m *					
16	13:20			3 000 SC (F)			
17	13:30						HIGH JUMP
18	13:30		POLE VAULT (F)				
19	13:30		LONG JUMP*				
20	13:30				HAMMER (F)		
21	13:35	400 m **					
22	13:45			400 m *			
23	14:00					SHOT PUT	
24	14:05	100 m *					
25	15:45			100 m *			
26	15:00				TRIPLE JUMP(F)		
27	15:00					HIGH JUMP	

28	15:15			100 m H (F)			
29	15:25	110 m H (F)					
30	15:30				JAVELIN (F)		
31	15:30				SHOT PUT (F)		
32	15:40	100 m **					
33	15:50			100 m **			
34	16:00	1 500 m (F)					
35	16:00		DICUS(F)				
36	16:00		LONG JUMP (F)				
37	16:10			1 500 m (F)			
38	16:20			400 m (F)			
39	16:30	400 m (F)					
40	16:30						SHOT PUT
41	16:40	5 000 m (F)					
42	17:00			100 m (F)			
43	17:10	100 m (F)					
44	17:20					400 m	
45	17:30						200 m
46	17:40			4 x 100 m RELAY			

47	17:50	4 X 100 m RELAY					
<b>TIME TABLE</b>							
<b>SECOND DAY</b>							
	*	<b>HEATS</b>					
	**	<b>SEMI-FINALS</b>					
	(F)	<b>FINAL</b>					
	<b>TIME</b>	<b>MEN</b>		<b>WOMEN</b>		<b>DECATH.</b>	<b>HEPTATH</b>
		<b>TRACK</b>	<b>FIELD</b>	<b>TRACK</b>	<b>FIELD</b>		
48	09:00					110 m H	
49	09:00				DISCUS* 1		
50	09:00		SHOT PUT * 1				
51	09:00		TRIPLE JUMP *				
52	09:45				DISCUS* 2		
53	09:45	400 m H *					
54	10:00		HIGH JUMP * 1				
55	10:00		SHOT PUT * 2				
56	10:10			400 m H *			

57	10:30					DISCUS	
58	10:30						LONG JUMP
59	10:35	800 m *					
60	11:00		HIGH JUMP * 2				
61	11:10			800 m *			
62	11:20		HAMMER (F)				
63	11:30					POLE VAULT	
64	11:30				LONG JUMP *		
65	11:35	200 m *					
66	12:00						JAVELIN
67	12:15			200 m *			
LUNCH 12:45 - 14:00							
68	14:00		TRIPLE JUMP (F)				
69	14:00				HIGH JUMP (F)		
70	14:00		JAVELIN (F)				
71	14:00						800 m
72	14:00	3 000 m SC (F)					
73	14:20	400 m H (F)					
74	14:30				POLE VAULT (F)		

75	14:30			400 m H (F)			
76	14:40			200 m **			
77	14:50	200 m **					
78	15:00	800 m (F)					
79	15:00				DISCUS (F)		
80	15:00				LONG JUMP (F)		
81	15:00		SHOT PUT (F)				
82	15:10			800 m (F)			
83	15:20			5 000 m (F)			
84	15:30					JAVELIN	
85	15:30		HIGH JUMP (F)				
86	15:45			200 m (F)			
87	15:50	200 m (F)					
88	16:00	10 000 m (F)					
89	16:40					1 500 m	
90	17:50			4 x 100 m RELAY			
91	17:00	4 X 400 m RELAY					

Compiled by: Preller, Fourie and Badenhorst: Track and Field Commission of the SASSU Athletics Committee, 2000, Bloemfontein.



**Figure 4.7: Personal details of athlete for the season 2010**

LOGO OF ASSOCIATION	PERSONAL INFORMATION	ATHLETE
Photo of the athlete	Personal detail of athlete for the season 2010  <b>SURNAME:</b>  <b>NAME:</b>  <b>MAIDEN NAME:</b>  <b>ACCREDITATION CARD NAME:</b>  <b>GENDER: Male/Female</b>	
Specialist event + PB	2 <sup>nd</sup> event + PB	Date of Birth: d/m/y
Country of birth:	ID Number:	Date issued:
Country of nationality:	Passport number:	Date issued:
Expiry date:	Disability, e.g. blind	Disability classification:

<b>Postal address + code:</b>	<b>Street address + suburb + city:</b>	<b>Telephone no + area code (h)</b>
<b>Telephone no + area code (w)</b>	<b>Mobile no:</b>	<b>Fax no + area code</b>
<b>email address:</b>		
<b>School matriculated:</b>	<b>Height:</b>	<b>Weight:</b>
<b>Tertiary Education, e.g. Stellenbosch University:</b>	<b>Qualification, e.g. B Ed</b>	<b>When obtained:</b>
<b>How many children in your family – you excluded:</b>	<b>Brothers:</b>	<b>Sisters:</b>
<b>Your occupation:</b>	<b>Employed, e.g. full-time/ part-time:</b>	<b>Favourite pets:</b>
<b>Are you married/ do you have a girlfriend /boyfriend?</b>	<b>What is her/his name?</b>	<b>How many children do you have?</b>
<b>What is your objective in sport?</b>	<b>What is your objective in life?</b>	<b>To which club do you belong?</b>
<b>To which province do you belong?</b>	<b>What is your license number?</b>	<b>How far is your club from home?</b>
<b>How do you get to the club?</b>	<b>When did you start with athletics?</b>	<b>When were you elected for the 1<sup>st</sup> time to represent your province and for which competition?</b>

<b>Have you represented South Africa? If Yes, when and in which competition(s)?</b>	<b>How many times do you train per day?</b>	<b>How many times a week do you train?</b>
<b>IN CASE OF EMERGENCIES : Contact details of next of kin</b>	<b>Relation:</b>	<b>Tel no +area code:</b>
<b>Surname of next of kin:</b>	<b>Name:</b>	<b>Postal address:</b>
<b>Tel no. (h) + area code:</b>	<b>Tel no. (w) + area code:</b>	<b>Mobile no.</b>
<b>Fax no. + area code:</b>	<b>Email address:</b>	
<b>NAME AND SURNAME OF PERSONAL COACH:</b>	<b>Mobile no:</b>	<b>Email address:</b>

Source: Fourie, 2012[e]:21. ASA,2003.

**Figure 4.8: Technical requirements for an ASA Track and Field Event**

TECHNICAL REQUIREMENTS FOR AN ASA TRACK AND FIELD EVENT						
EQUIPMENT						
All equipment must be in good working order and comply with specifications and safety regulations.						
They must conform to IAAF standards.						
The stadium must have the following sets of equipment available:						
EVENT	EQUIPMENT & IMPLIMENTS	TOTAL	AVAILABLE	NOT AVAILABLE	CONTROL COLUMN	REMARKS
<b>Pole vault</b>	Pole Vault Area	2	2	0		
	Pole Vault Box	2		2		One on either side of run up
	Adjustable uprights for Pole Vault	1		1		With wheels. From 2m to 6.5m
	Pole Vault poles			0		
	Pole Vault Cross Bars 4.5m	1		1		
	Pole Vault Landing mats	1		1		
	Wind sock	1		1		
	Coloured markers (sets)	8		8		1 set = 2 markers

	Pole Vault Measuring apparatus	1		1		
	Height Indicators	1		1		Show height of each attempt
	Flags, White	1		1		
	Flags, Red	1		1		
	Flags, Yellow	1		1		
	Clipboards	2		2		
<b>High Jump</b>	High Jump Area	2		2		
	Adjustable uprights for High Jump	2		2		
	High Jump Cross Bars 4m	2		2		
	High Jump Landing mats	2		2		
	Wind sock	1		1		
	Coloured markers (sets)	16		16		1 set = 2 markers + tape
	High Jump Measuring apparatus	2		2		
	Height Indicators	2		2		Show height of each attempt
	Flags, White	2		2		
	Flags, Red	2		2		
	Flags, Yellow	2		2		
	Clipboards	4		4		

	Masking tape (rolls)	2		2		
<b>Long and Triple Jump</b>	Sand Pits	4		4		2 Pits on either side of run ups
	Long Jump take off areas	4		4		Between 1m & 3m from pits
	Triple Jump take off areas	4		4		9m, 11m & 13m from pits
	Take off boards (set)	2		2		
	Plasticine indicators	4		4		2 Spare & for run ups
	Wind sock	2		2		
	Coloured markers (sets)	32		32		1 set = 2 markers + tape
	Measuring tapes 20m or 50m	2		2		
	Spike pens	2		2		
	Long Jump distance boards	2		2		Marked: 5m, 6m, to 9m
	Triple Jump distance boards	2		2		Marked: 10m, 11m, to 17m
	Distance Indicators	2		2		Show distance of each attempt
	Wind Gauges	2		2		
	Flags, White	4		4		

	Flags, Red	4		4		
	Flags, Yellow	2		2		
	Clipboards	5		5		
	Rakes	2		2		
	Hand Brooms	2		2		
	Clay Roller or Pallet knife	2		2		
<b>Shot Put</b>	Shot Put Area	2		2		
	Shot Put Circles	2		2		
	Stop boards	2		2		
	Wind sock	2		2		
	Measuring tapes, 50m	2		2		
	Spike pens	2		2		
	Distance marker boxes, Shot Put	2		2		Marked: 14m, 15m to 20m
	Distance Indicators	2		2		Show distance of each attempt
	Sector Tape lines	4		4		25m Long
	Flags, White	4		4		
	Flags, Red	4		4		
	Flags, Yellow	2		2		
	Clipboards	4		4		

	Shot 7,26kg	5		5		
	Shot 6kg	5		5		
	Shot 5kg	5		5		
	Shot 4kg	5		5		
	Shot 3kg	5		5		
	Shot 2kg	5		5		
<b>Javelin Throw</b>	Javelin Throw Area	2		2		
	Wind sock	1		1		
	Measuring tapes 100m	1		1		
	Spike pens	1		1		
	Distance marker boxes Javelin	1		1		Marked: 30m, 40m to 90m
	Distance Indicators	1		1		Show distance of each attempt
	Sector Tape line	2		2		90m Long
	Flags White	2		2		
	Flags Red	2		2		
	Flags Yellow	1		1		
	Clipboards	2		2		
	Javelin 800g	5		5		
	Javelin 700g	5		5		



	Javelin 600g	5		5		
	Javelin 500g	5		5		
<b>Discus &amp;</b>	Discus & Hammer Throw Area	2		2		
<b>Hammer Throw</b>	Discus Circles	2		2		
	Hammer Circles	2		2		
	Reducing Ring	1		1		Reduce Discus circle to Hammer circle
	Discus & Hammer Cage	1		1		With movable gates for Hammer
	Wind sock	1		1		
	Measuring tapes 100m	1		1		
	Spike pens	1		1		
	Distance marker boxes Discus	1		1		Marked: 30m, 40m to 80m
	Distance Indicators	1		1		Show distance of each attempt
	Sector Tape lines	2		2		90m Long
	Flags White	2		2		
	Flags Red	2		2		
	Flags Yellow	1		1		
	Clipboards	2		2		
	Discus 2kg	5		5		

	Discus 1,75kg	5		5		
	Discus 1,5kg	5		5		
	Discus 1kg	5		5		
	Discus 0,75kg	5		5		
	Hammer 7,26kg	5		5		
	Hammer 6kg	5		5		
	Hammer 5kg	5		5		
	Hammer 4kg	5		5		
	Hammer 3kg	5		5		
<b>Track</b>	Hurdles	110		110		Adjustable in height and weight
	Steeple Chase Hurdles	4		4		Adjustable in height
	Steeple Chase Hurdle Water Jump	1		1		Adjustable in height
	Photo Finish system	2		2		1 As Backup
	Wind Gauges	1		1		
	Flags White	2		2		
	Flags Red	2		2		
	Flags Yellow	12		12		
	Stop Watches	20		20		
	Starting Pistols	2		2		

	Ammunition for Starting Pistol	200		200		
	False Start Control Apparatus	1		1		
	Headphones	2		2		
	Starting Blocks	20		20		
	Microphones for Starting Blocks	10		10		
	Lane Boxes (sets)	2		2		Lane 1 to 10
	Masking tape (rolls)	12		12		For Umpires
	Baskets for clothing	30		30		
	Traffic cones for stagger starts	30		30		
	Traffic cones 800m cut in 5cm high	10		10		
	Relay Batons	10		10		
	Lap Counter & Bell	1		1		
	Megaphones	2		2		
	Infield Clock	2		2		
	Wind Clock / Indicator Board	1		1		
	Clipboards	16		16		
<b>General</b>	Assizing kit	1		1		
	Brooms	4		4		
	Flag Poles	5		5		

	Flags Red	5		5		Spare
	Flags White	5		5		Spare
	Flags Yellow	5		5		Spare
	Garden Forks	2		2		Long & Triple Jump
	Lighting	1		1		Minimum of 1200 lux
	Rakes	1		1		Spare for Long & Triple Jump
	Spades	2		2		Long & Triple Jump
	Sponge Roller	2		2		To dry track
	Starting Pistols	1		1		Spare
	Ammunition for Starting Pistol	500		500		
	Two way Radios	10		10		
	Warm Up area	1		1		Implements for warm up
	Wind Gauges	1		1		Spare
	High Jump Cross Bars 4m	2		2		Spare
	Pole Vault Cross Bars 4,5m	2		2		Spare
	Megaphones	2		2		1 X Warm-up area; 1 X Spare
	Hurdles	20		20		For Warm-Up Area
<b>Rooms</b>	The following rooms must be available at the stadium					
	Announcers' Booth	1		1		

	Doping: refer to Guidelines (cf. 4.30)	1		1		
	Media Centre: refer to Guidelines	1		1		
	Medical Rooms: refer to Guidelines	1		1		
	Meeting Director's Room	1		1		
	Photo Finish Room	1		1		
	Results Room	1		1		
	Technical Managers' Room	1		1		
	Technical Officials' Room	1		1		
	Technical Officials' Lecture Room	1		1		
	TIC	1		1		
	VIP Lounge	1		1		

Source: ASA Checklist: Technical Requirements for an ASA track and field event, 2006.

**Figure 4.9: Pre-meeting inspections day before the meeting and on day of the meeting**

Use with the current IAAF Competition Rulebook

NO	CHECK	CHECK FOR	REMARKS
1.	<b>COMPETITION SECRETARY &amp; ADMINISTRATION MEETING</b>		
		Location of TIC - access, results from photo finish, judges, time keepers, distance to duplicating room and visibility on the track	
		Weather proofing if outside	
		Electrical power - minimum 2 sockets with additional if results are done there	
		2 x Tables	
		4 x Chairs	
		Files x 2, baskets x 3, stapler, punch, staples, highlighters X 3 - different colours	
		Runners x 10 (2-3 per area depending on distance)	
		Training session with Volunteers 2 days or a day before the event. Determine based on level of event if more	

		than one training session is needed.	
		Discuss and review distribution of revised list / results collection and distribution	
		If also used by Competition Directors 1 x table 3 x chairs	
		Duplicating room + Control Table	
		Photocopy machines = 3 + 1 x standby & technician on standby or on site depending on level of event.	
		Number and speed of photocopiers - is service person available? Are they geared for results distribution? Do they have system?  Assess the system.	
		Programme & Pre-Programme	
		Review the length and number of events in pre-programme and time allocation - is there a good break between the two programmes?	
		Is there a lane draw system for the pre-programme and what influence does it have on the number of young athletes in pre-programme? Potential for poor organisation?	
		Notice boards for draw lists & results	
<b>2.</b>	<b>TECHNICAL OFFICIALS</b>		

		Meeting room for TOs	
		Placing and standby TOs	
		Food & drinks, also during the meeting	
		Distribution of refreshments	
<b>3.</b>	<b>CALL ROOM</b>		
		Placing	
		Equipment and needs (tape, megaphone, pins, etc.)	
		Call room - vest sheets, tape (duct tape), suggestion: also cloth and pins for large covering	
<b>4.</b>	<b>TIC</b>		
		Extra batteries for Wind Gauges and Stop Watches	
<b>5.</b>	<b>TRACK</b>		
		2 x Starting pistols and ammunition	
		Wind gauges + signs	
		Photo finish: Are there two (separate) systems?; check all cable points (test) - double transducers – 2 x infield clocks & stands	
		Protection for photo cells	
		Manholes for cables under track	



		Finish lines - painted.	
		Consider the number of people in the Photo finish / electronic area - is there enough space?	
		Location / Visibility for track judges, timekeepers. How many of each?	
		System for delivery of results from photo finish / track judges (chutes)	
		Lap scoring system: automatic, or plate numbers, bell	
		Break marks 800 / flags & small cones.	
		Kerb in place - flags / cones for field event crossing.	
		Check track markings for distance events	
		Steeplechase - are hurdles are they secure? Water in water jump?  Can hurdles be adjusted to accommodate race for women?	
		Check condition of hurdles and ability to be changed for heights	
		Tape & flags for umpires	
		Flags & /or light systems	
		Cones for stagger starts; long distances	
		Race Walk warning signs	

		Notice board with pen and eraser for RW	
<b>6.</b>	<b>FIELD EVENTS</b>		
	<i>Field General</i>	Windssocks	
		Distance & Height indicator boards	
		White, Red & Yellow flags	
		Big cones	
		Assizing equipment	
		Check all implements	
		Distance indicators	
		Record indicators	
		Shade for athletes	
		Countdown clocks / stopwatches for each field event	
<b>7.</b>	<b>THROWS</b>		
		Measure all sectors; are all lines in place?	
		Are all centre lines of circles done and centre of circles marked?	
		Are circle rings correct? JT arch? SP stop block?	

		Are qualifying arcs done?	
		Discus & hammer cage, do gates work? netting tests, holes	
		Can throwing direction be changed (JT)?	
		Hammer - danger sector size gates; consider crowd / athlete protection / check other events during hammer throw.	
		Throwing implements, assizing equipment, certificates system, etc.	
<b>8.</b>	<b>JUMPS</b>		
	<b><i>Long &amp; Triple Jump</i></b>	Sand in pit - level of sand / firmness	
		Long / triple take-off boards	
		Pit size; bunting to indicate pit size	
		Pleistocene strips - roller - replacement - wind gauge	
		Wind gauges & indicator boards	
		Runway & cover plates for take-off boards	
	<b><i>High Jump</i></b>	Zero line – uprights position and correct	
		Landing area	

		Measuring apparatus	
		Correct crossbar and end pieces	
	<b>Pole Vault</b>	Set up bent pole - uprights - side markings - back box zero line mark	
		Crossbar support correct length	
		Landing area	
		Correct crossbar and end pieces	
		Measuring apparatus	
		Apparatus for putting up crossbar	
<b>9.</b>	<b>DOPE TESTING</b>		
		Secure working area (administration)	
		Waiting area	
		Toilet facilities x 2 Men & Women	
		Tables in administration area (2)	
		Chairs (12)	
		Sealed bottles of mineral water (still) and 2 sealed containers of mixed drinks per competitor to be tested	
		Lockable fridge or cooler box	

		Magazines/Newspapers	
		Refuse Bins (2) + Black bags	
		Soap	
		2 x Rolls of paper towels	
		Sealed bottles of mineral water (still) and 2 sealed containers of mixed drinks per competitor to be tested.	
<b>10.</b>	<b>HOSPITALITY</b>		
		VIP facility: Safety & parking	
		Accreditation and welcoming	
<b>11.</b>	<b>SECURITY</b>		
		JOC & its placing ( not in media booths or media centre)	
		Consider security of athletes / coaches in the stadium / competition area	
		Security & Risk Management plan	

<b>12.</b>	<b>MEDIA</b>		
		Booths for Radio	
		Booths for TV	
		Placing of scaffoldings & cameras	
		Safe parking for TV vans	
		Booths for press	
		Telephone lines	
		Baskets for results at all the booths	
		Press Packages and accreditation	
<b>13.</b>	<b>GENERAL</b>		
		Flood lights	
		Standby technicians (photocopiers, electrical, telephone, etc.)	
		Radios for meetings? & network	

		Direction and information boards and venue names identifying accreditation system coding	

Sources: Galant, 2009: Personal interview; ASA,2006

**Figure 4.10 Remarks during the Event**

Form to report problems/ positives during the event

NAME OF EVENT: .....DATE: .....

This form could be used for track and field

NO	EVENT	SITUATION/PROBLEM	DECISION/SOLUTION	POSITIVE EXPERIENCE	REMARKS

HAND IN TO THE TIC AFTER THE SPECIFIC EVENT IS COMPLETED. IF A ZERO REPORT, ALSO HAND IN TO THE TIC.

1. CALL A DEBRIEFING MEETING DURING THE EVENT: YES/NO
2. DISCUSS DURING DEBRIEFING MEETING AFTER THE EVENT: YES/NO
3. STAND OVER TO FINAL DEBRIEFING MEETING: YES/NO

The Referee or Chief official at the event must be present at the meeting if **YES**.



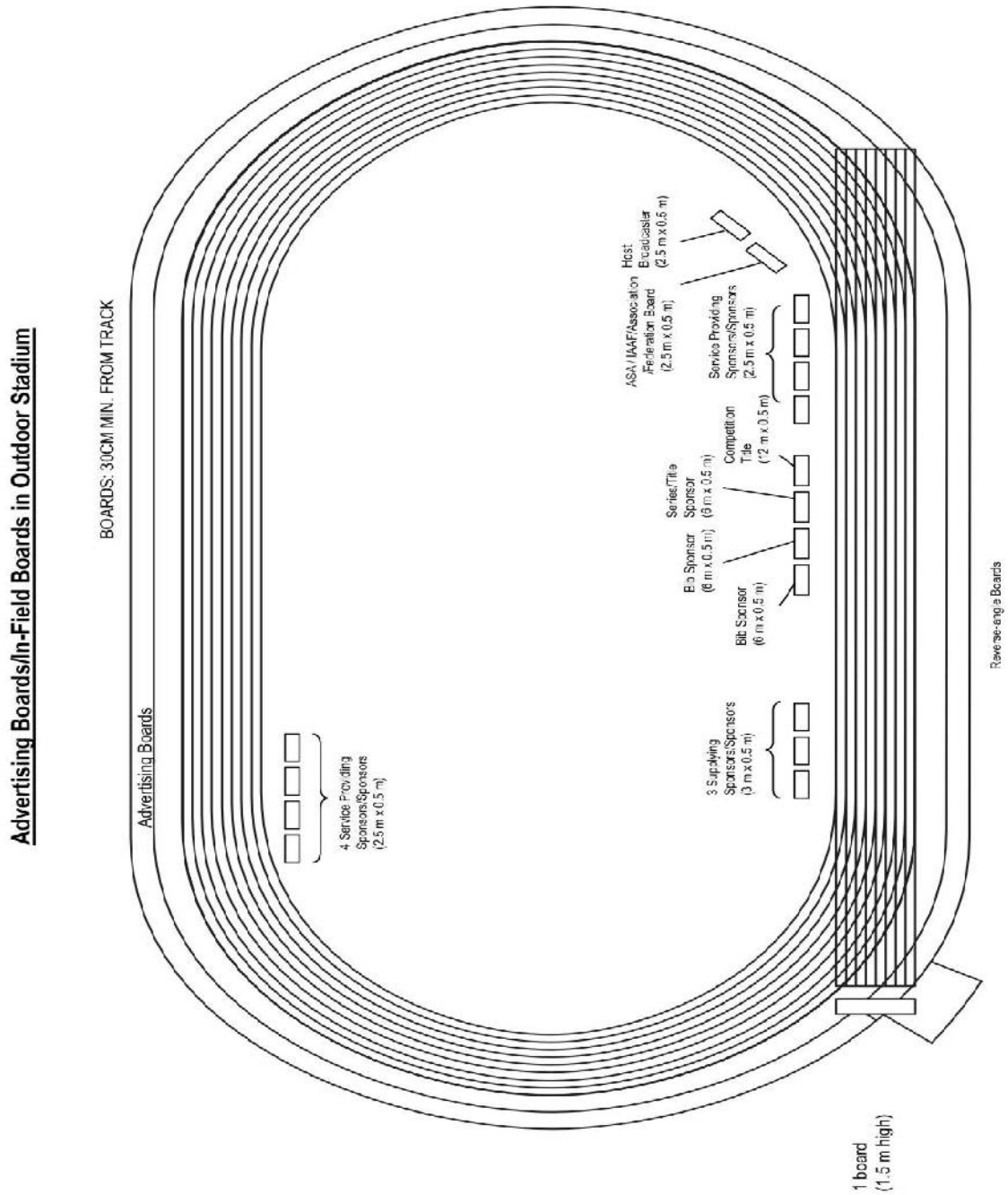
**Figure 4.11 On the day: Technical Preparation**

**ON THE DAY TECHNICAL PREPARATION**

<b>NO.</b>	<b>CHECK</b>	<b>CHECK WHAT</b>	<b>WHO REPORTS</b>
1.	Equipment	Set out all equipment as described in each checklist.	Convener reports to Technical Manager
2.	Judges' -and Time Keepers' Stands	If loose – set out according to rules Make sure that all chairs are clean Ensure communication line works to Electronic Timing Room	Convener reports to Technical Manager
3.	Set up hurdles (if first event)	Check that hurdles are on the correct distance marks Check hurdles on correct height Check all hurdles for above (this is applicable to all Hurdle events)	Convener reports to Technical Manager
4.	Fill water jump for steeplechase (if applicable)	Check level of water	Convener reports to Technical Manager
5.	Place starting blocks at start of first race	Check each starting block that it will grip properly Check cart to transport blocks Ensure that volunteers know what to do.	Convener reports to Technical Managers
6.	Set up all chairs, tables, umbrellas, gazebos, water points, benches	Check the positions of the chairs, etc. that they are placed according to the rules and are safe for all to use.	Convener reports to Technical Manage
7.	Place Scoreboards	Place scoreboards at each field event If electronic, ensure proper functioning.	Convener reports to Technical Manager

		Ensure volunteer knows how to show information to public.	
8.	Ensure all storage racks (for pole vault, shot, discus, hammer, javelin) are in place	Check that equipment complies with the rules. Ensure risk and safety management is applied.	Convener reports to Technical Manager
9.	Awards Stand	Ensure that awards stand (if used) is set up at the place agreed to by the ASA Technical Delegate.	Convener reports to Technical Manager
10.	Ensure that areas for Competition Secretariat, Announcer, Competition Director, Call Room, warming Up area , Doping and other operational areas are set up as requested	Check that all equipment and chair, tables and other items as requested are set up	Conveners reports to Technical Manager

Figure 4.12: Advertising Boards/In-Field- Boards in outdoor stadiums



Source: Regulations 2005, August 13:32

**Figure 4.13: Technical preparation during the event**

NO	CHECK	WHAT TO DO	WHEN	WHAT NEEDS TO GO OUT	REMARKS
1..	Throwing events	Deliver implements to competition area	List according to time scheduled in programme when implements has to be taken to the competition area	List the number of implements and what has to go out. Use Checklist No 19 to compile your own checklist	
2.	Hurdles	<p>Ensure that team responsible for the hurdles places hurdles on the correct marking and that all hurdles are set on the correct height.</p> <p>Remove after event</p>	According to time table worked out prior to event according to the event list	<p>Ensure that 11 measuring stick are available which clearly indicate the different heights and age groups, senior men and women. Each row must to be measured.</p> <p>Supply 11 cards which indicate the colour – for each distance and the measurements where hurdles should stand.</p>	
3.	Steeple-chase	<p>Ensure that team responsible for the hurdles places hurdles on the correct marking and that all hurdles are set on the correct height</p> <p>Check water level of water jump</p>	According to time table worked out prior to event according to the event list	Ensure that 11 measuring stick are available which clearly indicate the different heights and age groups, senior men and women. Each row has to be measured.	

		Set out cones where necessary  Remove after event		Supply 11 cards which indicate the colour – for each distance and the measurements where hurdles should stand.	
4.	Long Jump Triple Jump Pleistocene boards	Supply boards for event  Prepare back-up boards to be available	According to time table worked out prior to event according to the event list	2 extra boards with Pleistocene per pit.  Roller per pit  Measuring tape per pit (ensure at least 1 steel measuring tape per pit)  Have at least 2 measuring tapes on standby.	
5.	Long Jump Triple Jump Wind-Gauge	Assure back-up batteries for wind-gauge	According to time table worked out prior to event according to the event list	1 set of extra batteries must be issued with the equipment.	
6.	Pole Vault Poles	Deliver prior to warm-up to competition area	According to time table worked out prior to event according to the event list	Take warming-up on track into consideration to ensure facility is ready.	
7.	Relay Batons	Deliver to Starter's Assistants	According to time table worked out prior to event according to the event list	Have 2 sets available at start.	
8.	Records in field events	Revalidation of any throwing implements with which records have been achieved	Directly after the record attempt	Ensure that each field event where applicable has at least 1 steel measuring tape. Have at least 2 per different length on standby.	

9.	Remove event sites	Have a team available to remove or change field events	On request of Field Referee	Work a plan out according to events on programme and have equipment ready to enter track on command of Referee.	
10.	Cones on track	Place cones for steeplechase "diversion" or any split starts used in the track events, e.g. 800m	According to timetable worked out prior to event according to the event list. As requested by Track Referee		

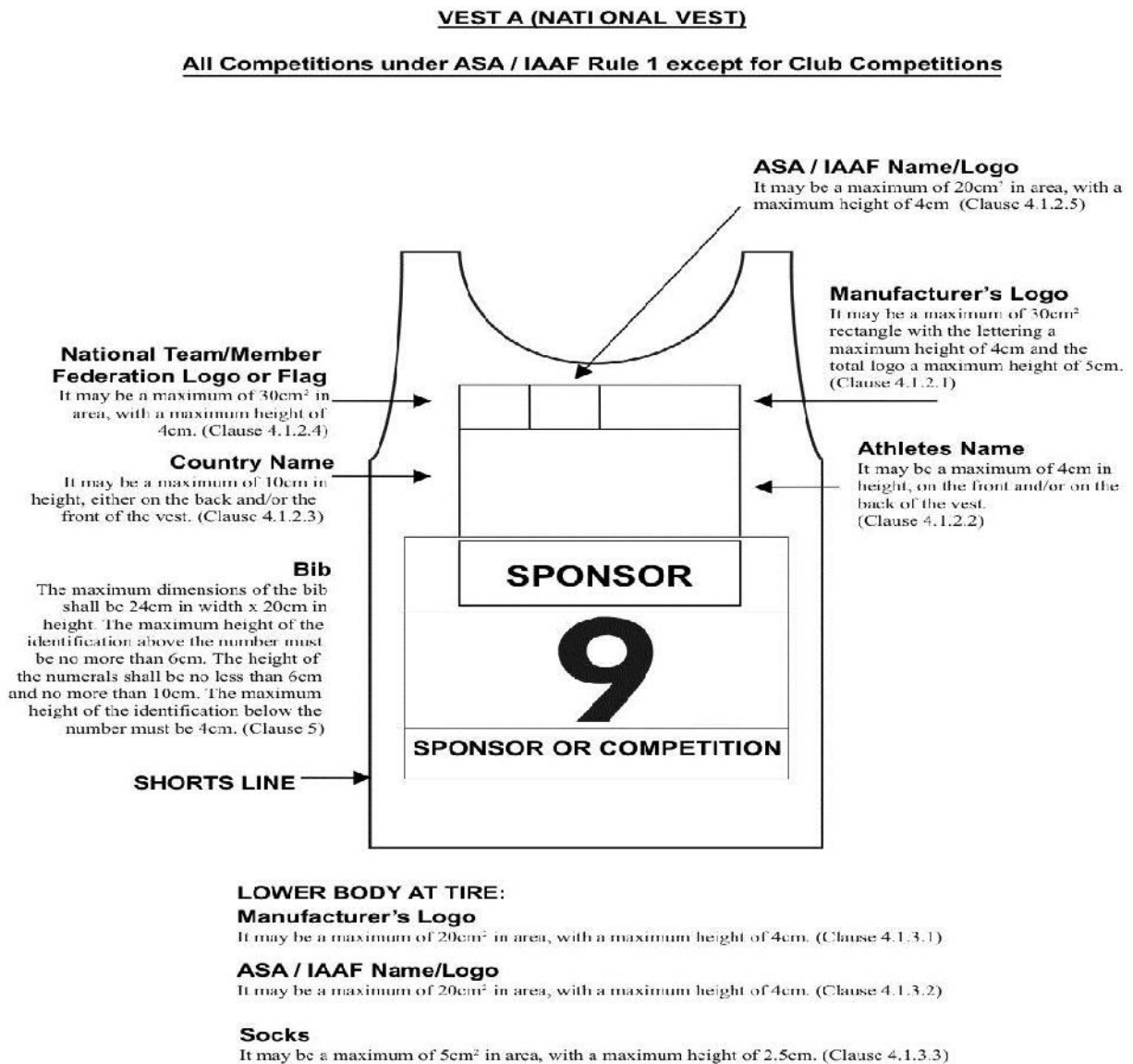
Source: Fourie, 2012[e]:81.

**Figure 4:14: Clearing of competition area and closing of the venues**

<b>NO</b>	<b>CHECK</b>	<b>WHAT TO DO</b>	<b>WHEN</b>	<b>REMARKS</b>
1.	All equipment on the Track.	Return to Storage Room. Check in all equipment and record damages.	After each event is completed. Last event – return to Storage Room.	
2.	All equipment on the Field.	Return to Storage Room. Check in all equipment and record damages.	After each event is completed. Last event – return to Storage Room.	
3.	All equipment at the Warming Up area.	Return to Storage Room Check in all equipment and record damages.	After each event is completed. Last event – return to Storage Room.	
4.	Media Centre and Press Rooms.	Disconnect phones and lock away.	After media have completed their work.	
5.	Announcer's booth.	Lock PA System.	After all announcements have been made.	
6.	Photo copy Centre.	Switch off all Photo copy machines. Lock Centre.	After all copies have been made. After all teams have received their copies.	
7.	Assess equipment as it is returned.	Document the condition of all equipment. Report all losses and damaged equipment.	As returned. At debriefing meeting.	
8.	All venues used	Switch off all lights and equipment. Lock the venue.	After the event.	

Source: Fourie, 2012[e]:480.

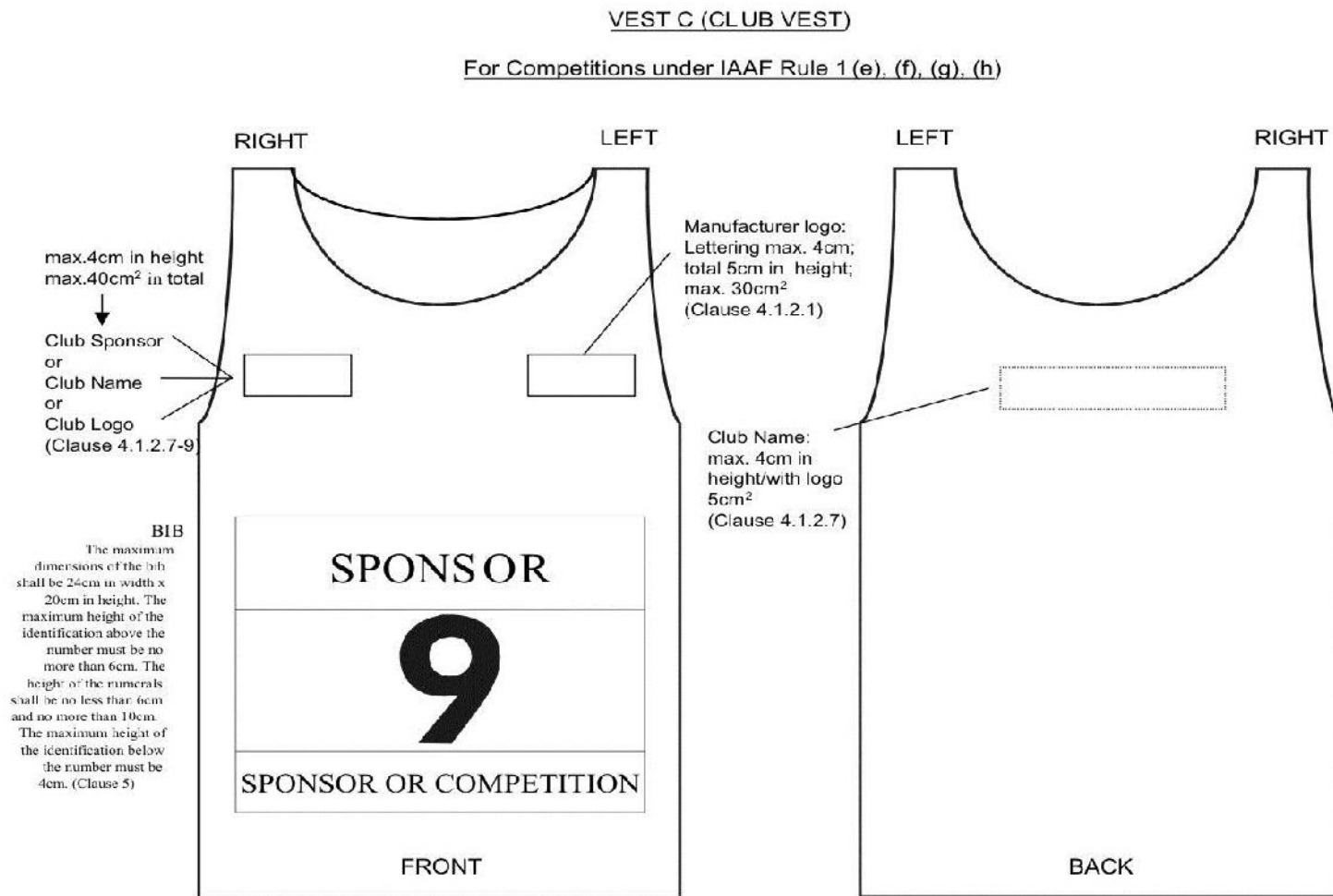
**Figure 4.15: Vests and numbers according to the IAAF rule (A National Attire)**



Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:35



**Figure 4.16 Vests and numbers according to the IAAF rules (Club competitions)**



Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:36.

**Figure 4.17:Vests and numbers according to the IAAF rules**

**(National Vest with national sponsor)**

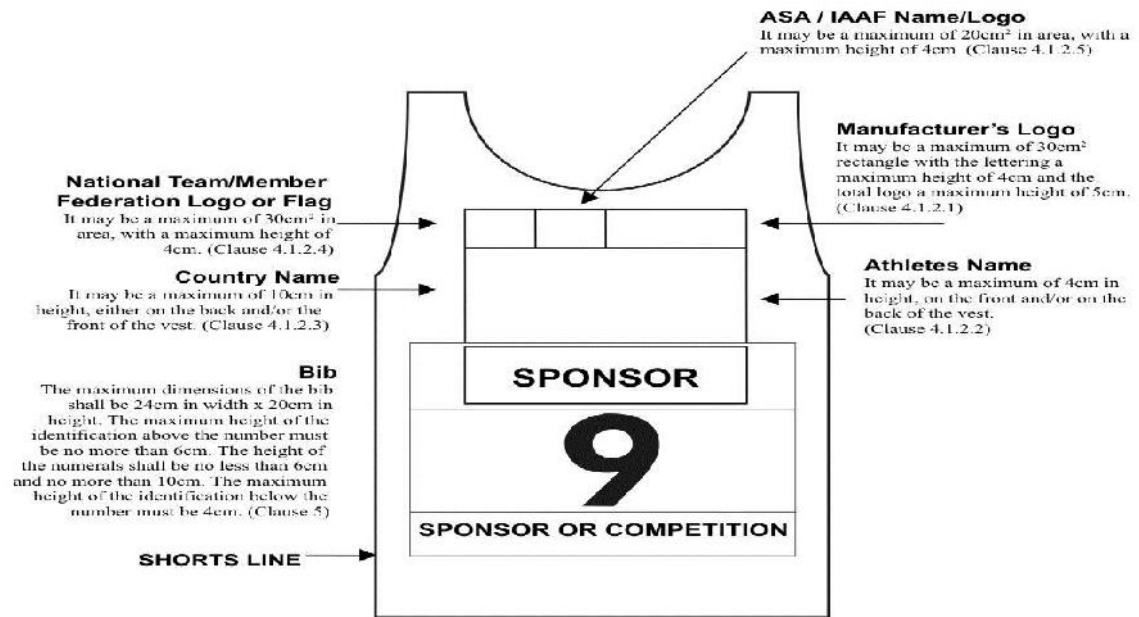
**VEST A (NATIONAL VEST)**

**All Competitions under ASA / IAAF Rule 1 except for Club Competitions**

**All Competitions under IAAF Rule 1 (b), (c), (e) (f - except for any Competitions staged or organised by or on behalf of the IAAF, such as the Grand Prix Final and the IAAF World Cup), (g), (h)**

**NATIONAL SPONSOR**

The name/logo may be 30cm<sup>2</sup> in area, with a maximum height of 5cm. For matches between members (IAAF Rule 12.1 (e)), the name of the national sponsor may be a maximum of 8cm in height, if agreed between the competing members. (Clause 4.1.2.6)



**LOWER BODY AT TIRE:**

**Manufacturer's Logo**

It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.1)

**ASA / IAAF Name/Logo**

It may be a maximum of 20cm<sup>2</sup> in area, with a maximum height of 4cm. (Clause 4.1.3.2)

**Socks**

It may be a maximum of 5cm<sup>2</sup> in area, with a maximum height of 2.5cm. (Clause 4.1.3.3)

Source: Regulations Governing Advertising and Promotional displays at Competitions held under IAAF Rules, Approved by IAAF Council, Helsinki, 13 August 2005. Annexure 5:36.

**Figure 4.18: Confiscation Form**

**LETTERHEAD OF SCHOOL/CLUB/FEDERATION**

**CONFISCATION FORM**

**COMPLETE IN DUPLICATE**

**BAG NO: .....**

<b>NAME OF EVENT</b>		
<b>DATE OF EVENT</b>		
<b>NAME OF ATHLETE</b>		
<b>CLUB/PROV/COUNTRY OF ATHLETE</b>		
<b>BIB NO OF ATHLETE</b>		
<b>NAME OF TEAM MANAGER</b>		
<b>ITEMS CONFISCATED:</b>		
<b>ITEM</b>	<b>SERIAL NO</b>	<b>REMARKS</b>

<b>AT CALL ROOM</b>	<b>SIGNATURE</b>	<b>AT TIC</b>	<b>SIGNATURE</b>
<b>ATHLETE</b>		<b>ATHLETE</b>	
<b>TECHNICAL OFFICIAL</b>		<b>TECHNICAL OFFICIAL</b>	
<b>NAME OF TO</b>		<b>NAME OF TO</b>	
<b>DATE:</b>		<b>DATE:</b>	

Source: Fourie, 2012[e]:481.

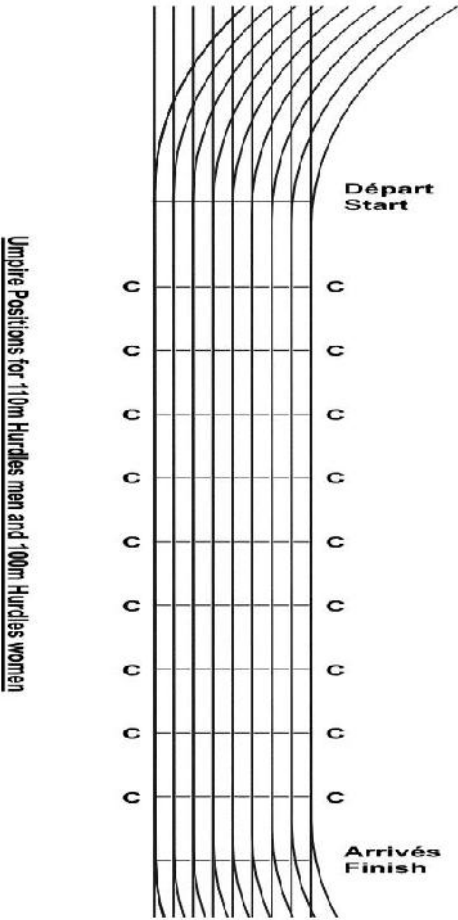
**Figure 4:19: Results plan**

Venue point to distribute	Distance from copy room	Number of Volunteers needed	Number of copies	What must be in the venue
Copy Room	Determine room	Determine after all venues have been assessed	Determine in collaboration with Meeting Director and the Media Liaison Officer	4-5 Photo Copy Machines Shelves to put baskets for each venue (running results) Space to put all stationary results <i>cf.</i> Table 4.35
TIC	Classify according to classification in Figure 5.8	Although it could be nearby the copy room, at least 3 volunteers are needed.	The TIC has to receive 2 copies for their own use. Field Events : 3 per event Track Events: 3–4 copies	At least 2 tables and 2 chairs Baskets for the different Field Events and the track - starter, track judge, time keepers and Referee Track and Referee Field Volunteers to go onto track and the field (4)
Warm-up area	Could be (F)	At least 3 volunteers	1 copy	Notice Board and pins
Call Room 1	Could be (F)	At least 3 volunteers	2 copies	Table + Chairs (10) Notice Board and pins File
Call Room 2	Could be (F)	At least 3 volunteers	2 copies	Table + Chairs (10) Notice Board and pins File
Main Notice Board	Could be (N )	At least 2 volunteers	1 copy	Notice Board divided into Start Lists, results: Heats and results: Final
Announcer(s)	Could be (D)	At least 3 volunteers	1 if requested 2	Baskets to put results in
Media (TV)	Could be (D)	At least 3 volunteers	2-3 copies – determine prior to meeting	Baskets to put results in
Media (TV) Van	Could be (D)	At least 4 volunteers	Determine if they want copies	Determine Van(s) Prior to event 20 copies

				to be given for the TV (Start Lists)
Media Radio	Could be (D)	At least 4 volunteers	Determine prior to the event	Baskets in each booth Media Liaison officer to oversee the radio and TV if together or separate if away from each other
Press	Could be (D)	At least 4 volunteers	Determine prior to event	Baskets for each newspaper
Seeding (only if done by hand)	Could be (N)	At least 2 volunteers	Heats and Final seeding	Table and chairs for at least 3 persons
Doping	Could be (N)	At least 2 volunteers	Only Finals	Basket for copies (1)
VIP	Could be (D)	At least 3 volunteers	All results	Board + Pins
Electronic Timing	Could be (D)	At least 3 volunteers	All start lists original + copy	Basket to put copies in
Selectors	Could be (N)	At least 2 volunteers	All results ( 5 copies) depending number of selectors	Baskets for each selector
Meeting (competition) Director	Could be(D)	At least 2 volunteers	All results and start lists	Table and chair + basket

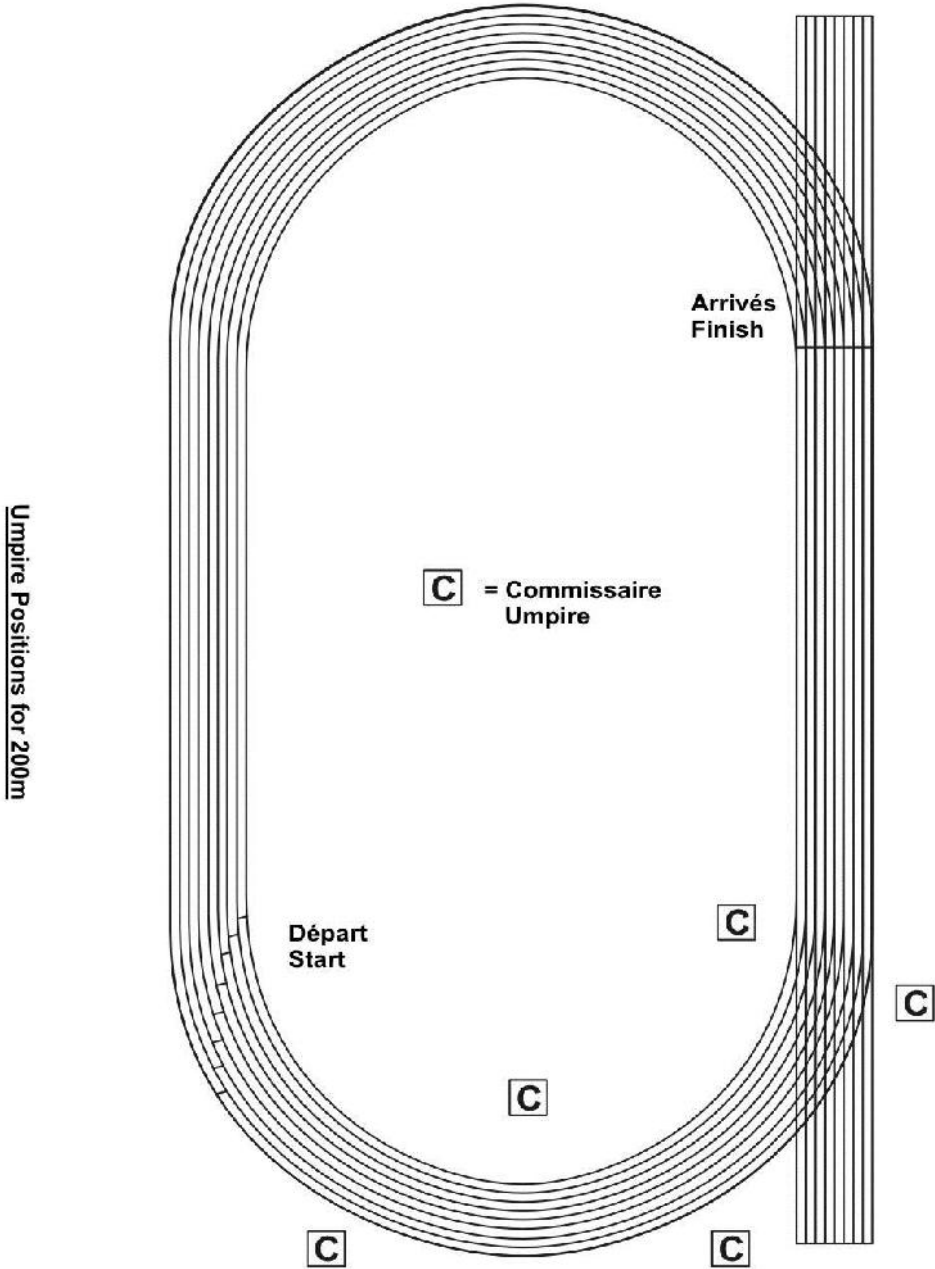
Source: Weiss, 1992: Personal interview.

**Figure 4.20: Umpires' Positions for 110m Hurdles men and 100m Hurdles women**



Source: Glad & Roe, 2002:132.

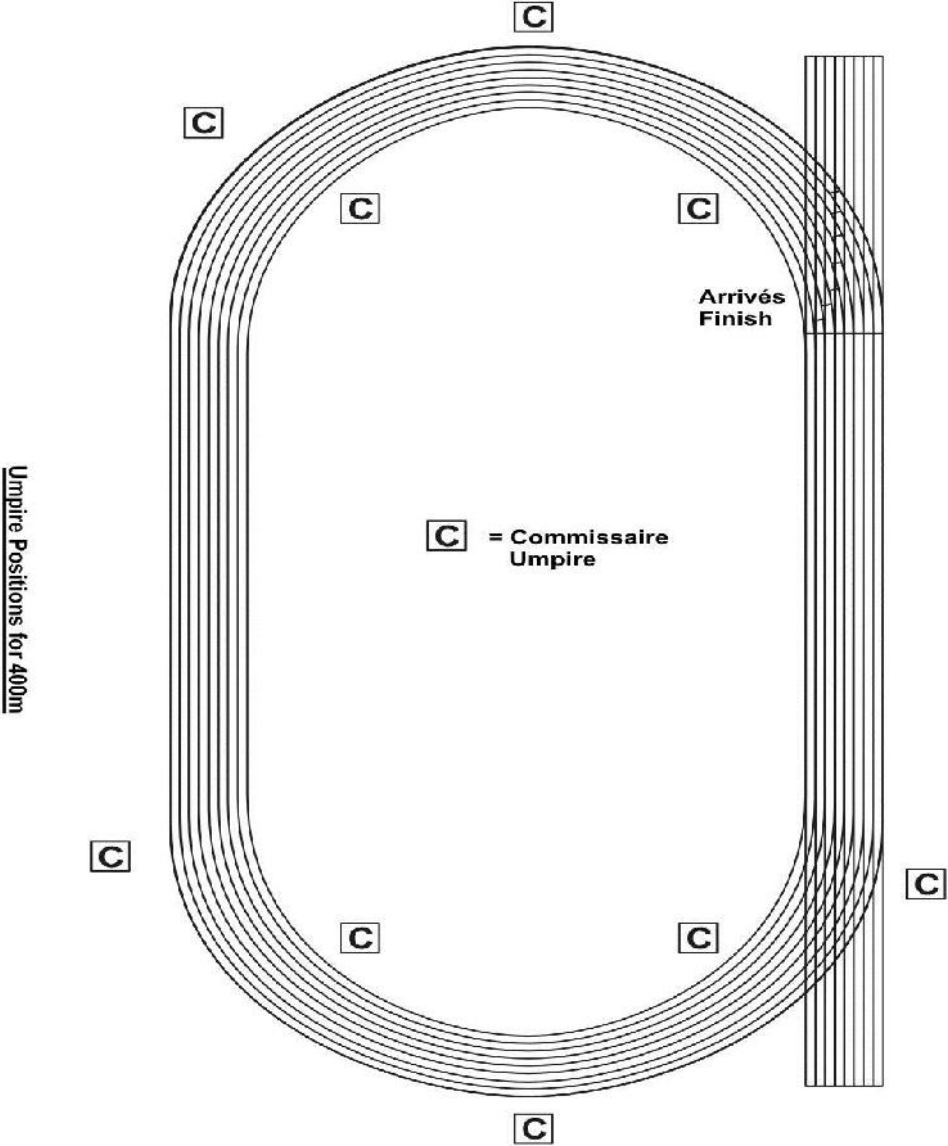
Figure 4.21: Umpires' Positions for 200



Source: Glad & Roe, 2002:132.

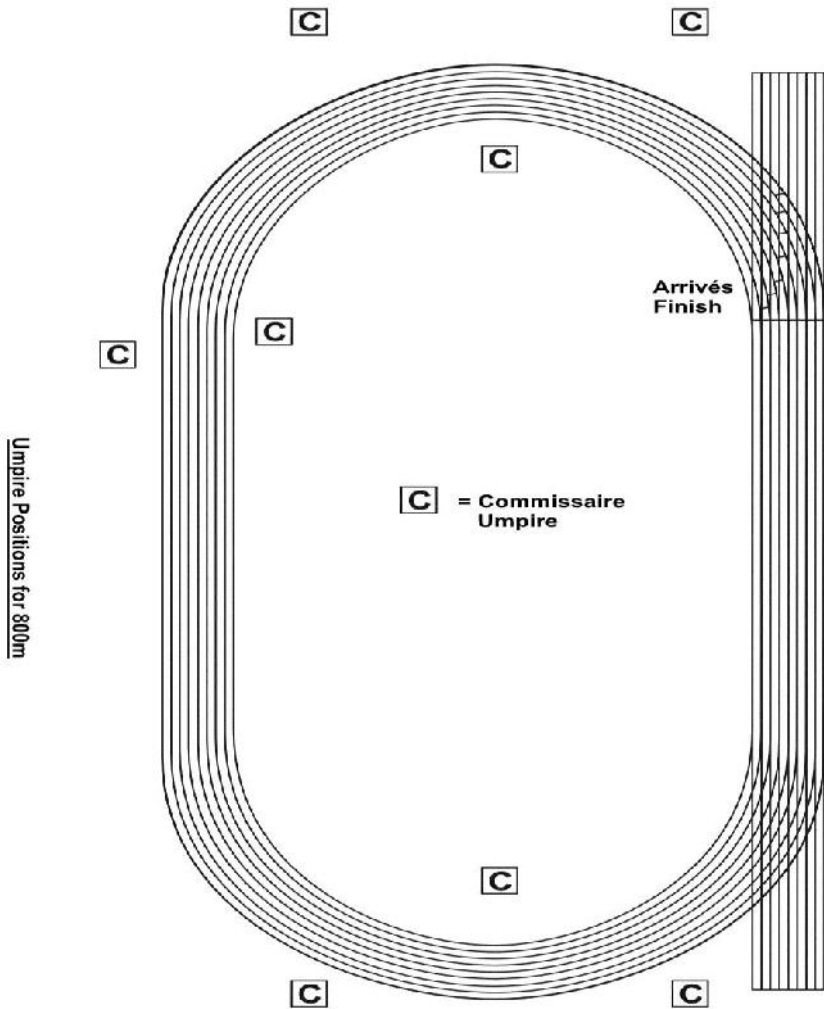


Figure 4.22: Umpires' Positions 400m



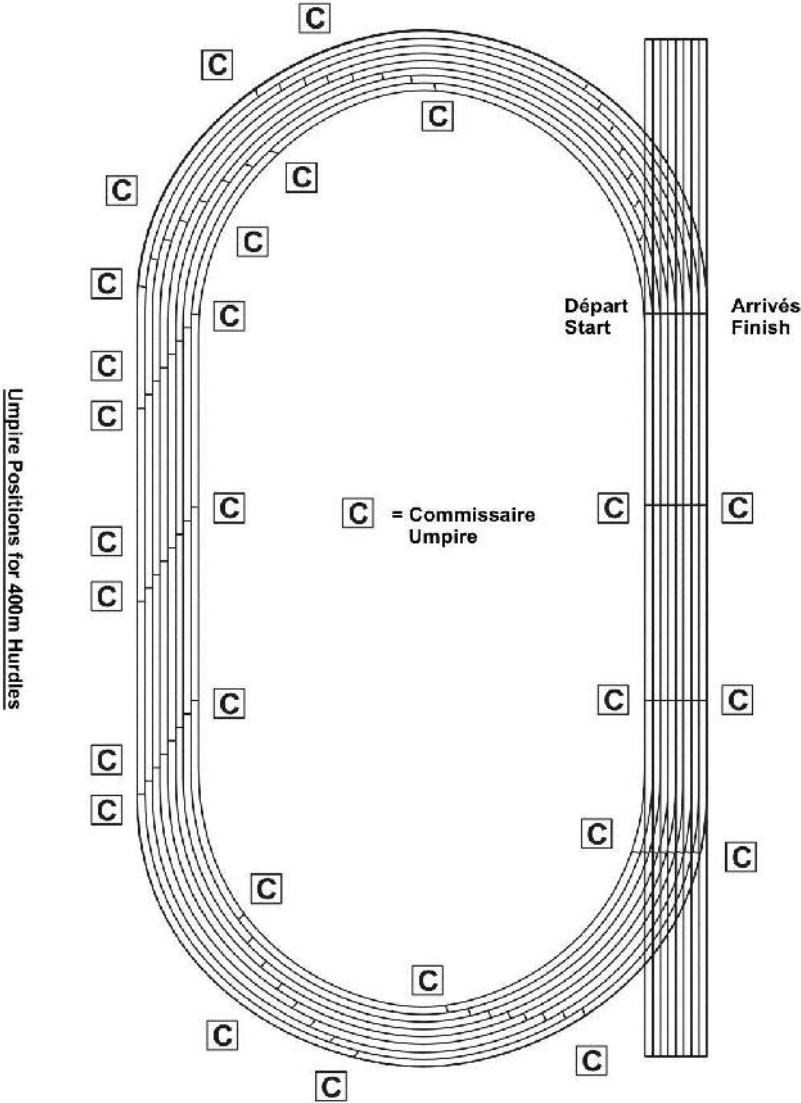
Source: Glad & Roe, 2002:133

Figure 4.23: Umpires' Positions for 800m



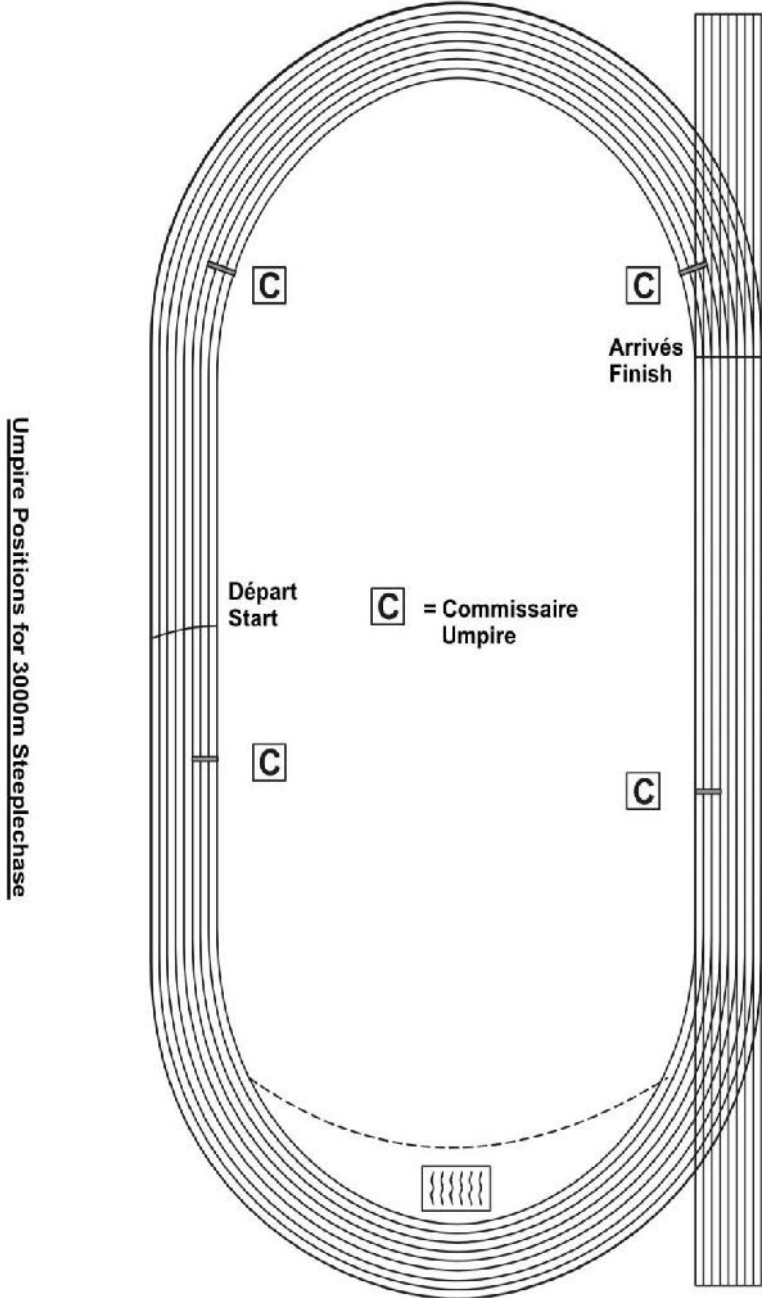
Source: Glad & Roe, 2002:133.

Figure 4.24: Umpires' Position for 400m Hurdles



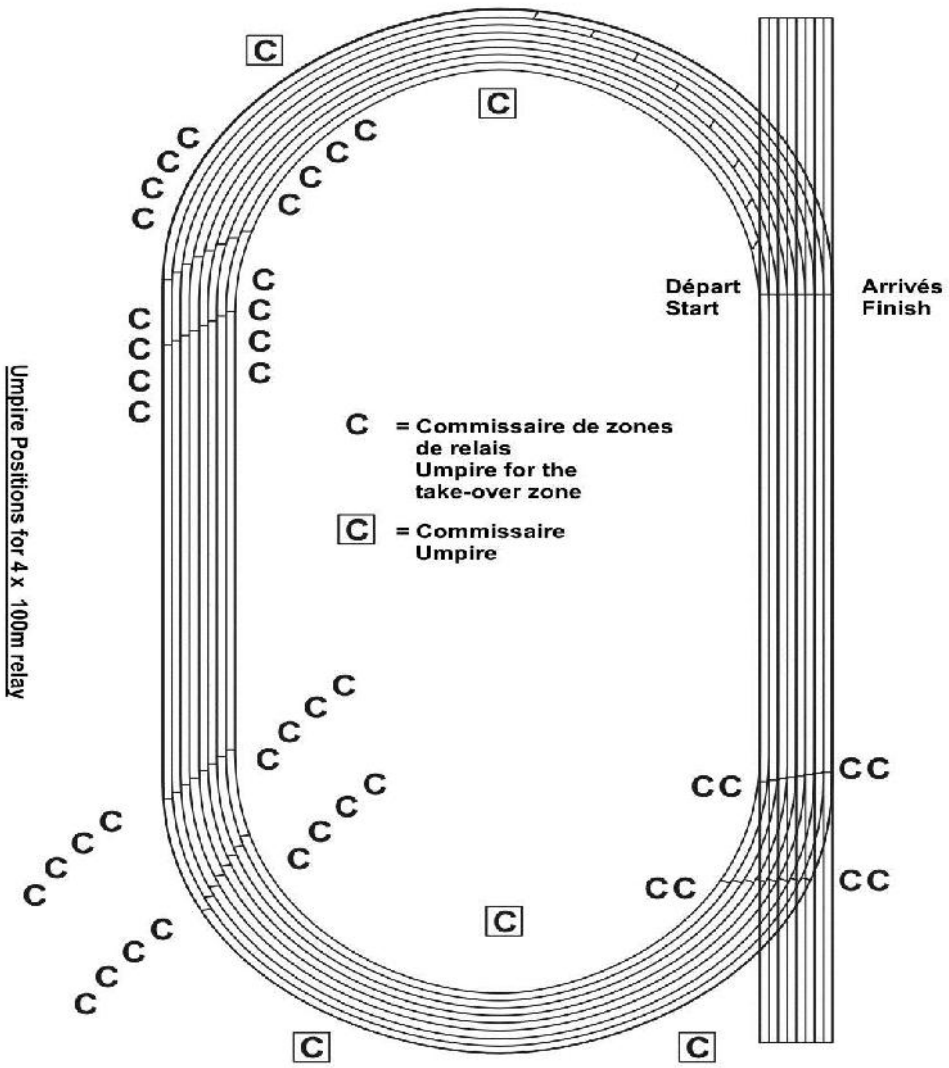
Source: Glad & Roe, 2002:134.

Figure 4.25: Umpires Position for the 3000m Steeplechase



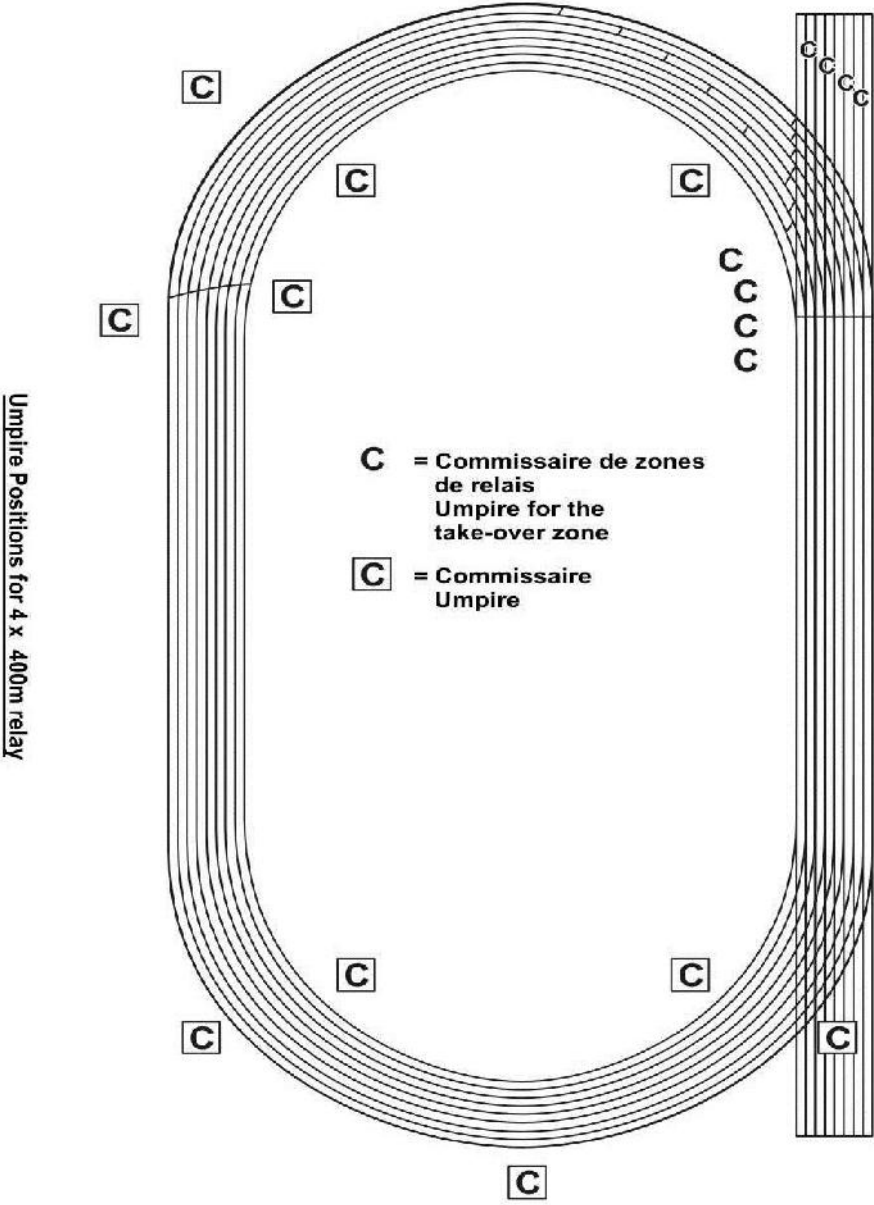
Source: Glad & Roe, 2002:134.

Figure 4.26: Umpires' Positions for 4 x 100m relay



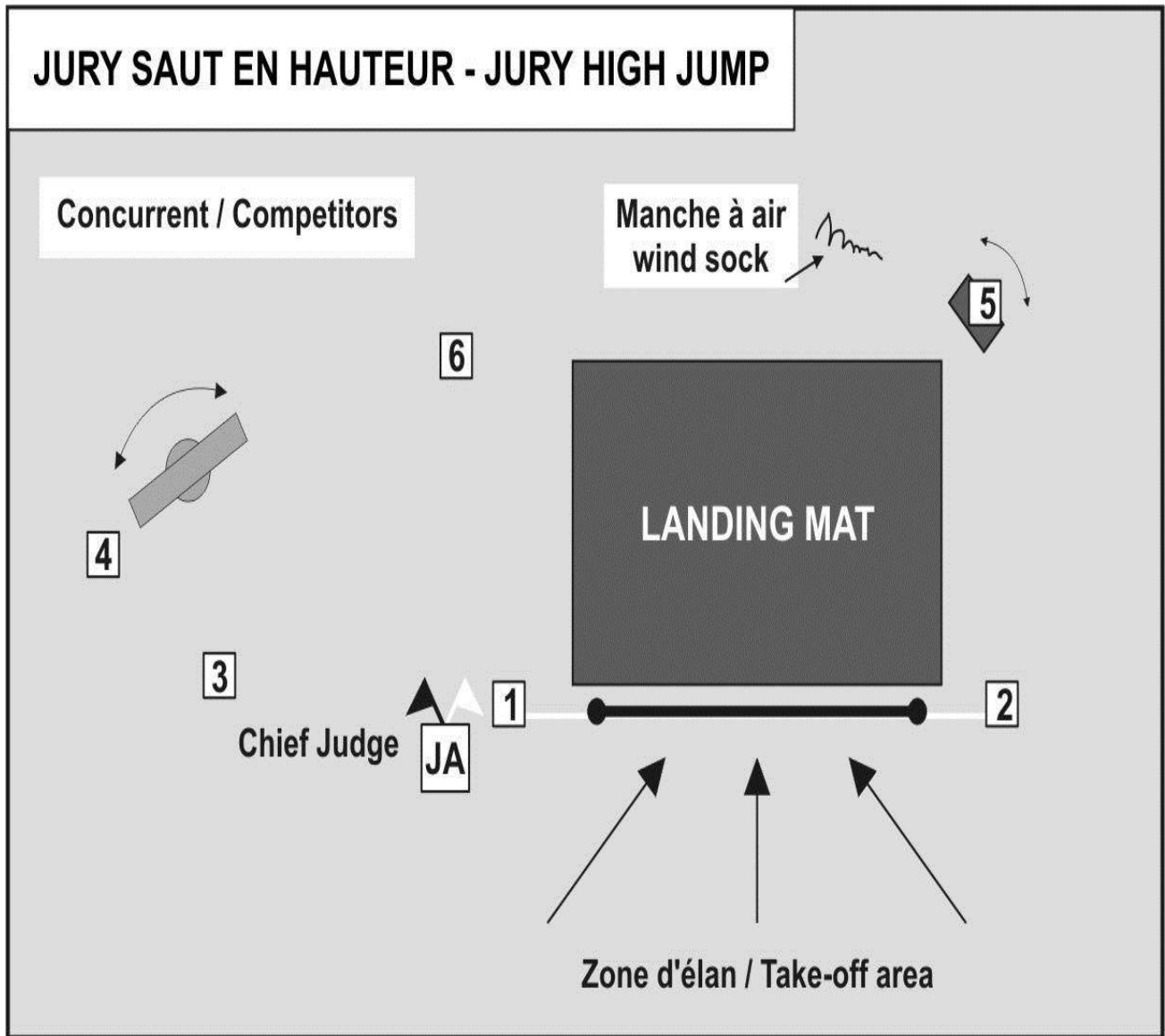
Source: Glad & Roe, 2002:135.

Figure 4.27: Umpire Positions for 4 x 400m relay



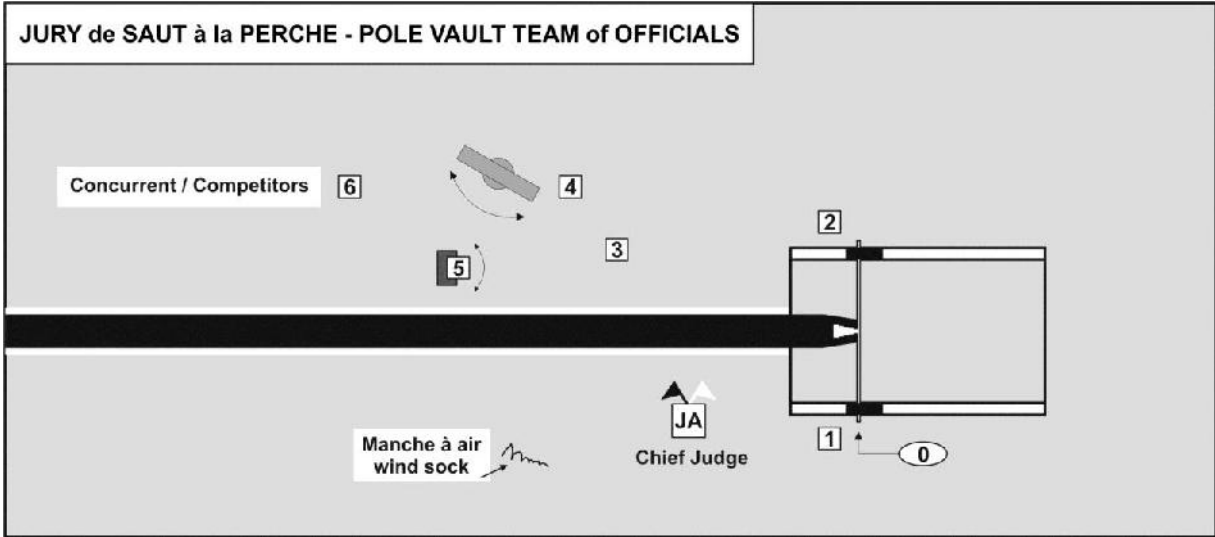
Source: Glad & Roe, 2002:135.

Figure 4.28: Positioning of the equipment and judges for the High Jump



Source: Glad & Roe, 2002:143.

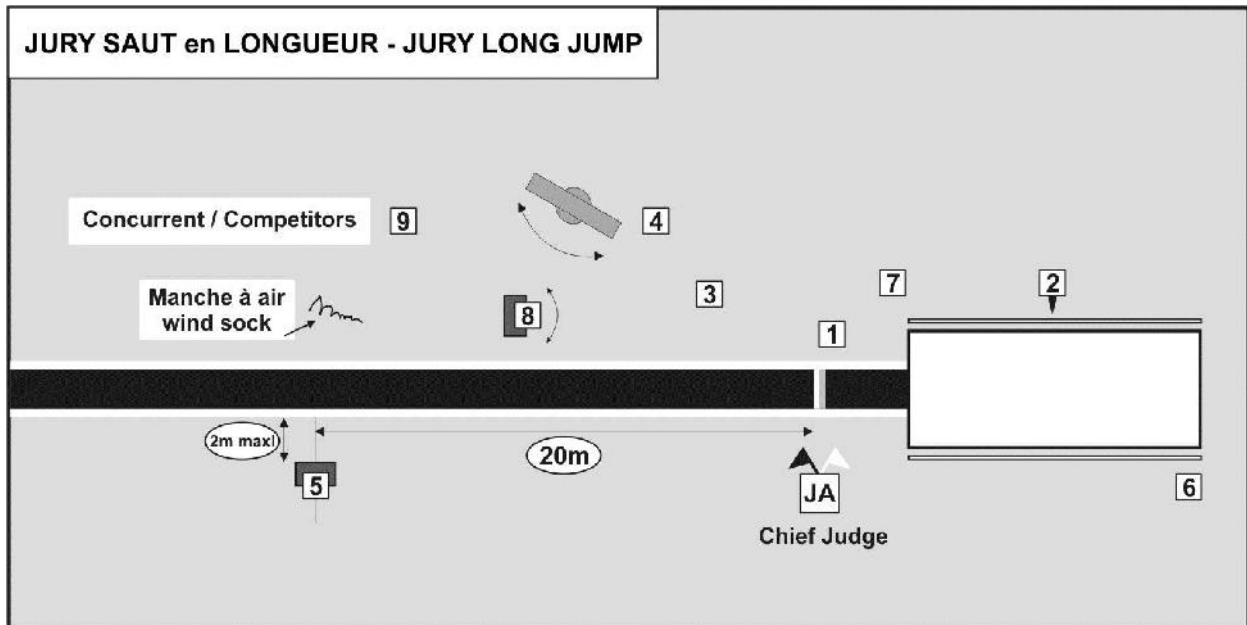
Figure 4.29: Positioning of the Pole Vault Judges



Source: Glad & Roe, 2002:148.

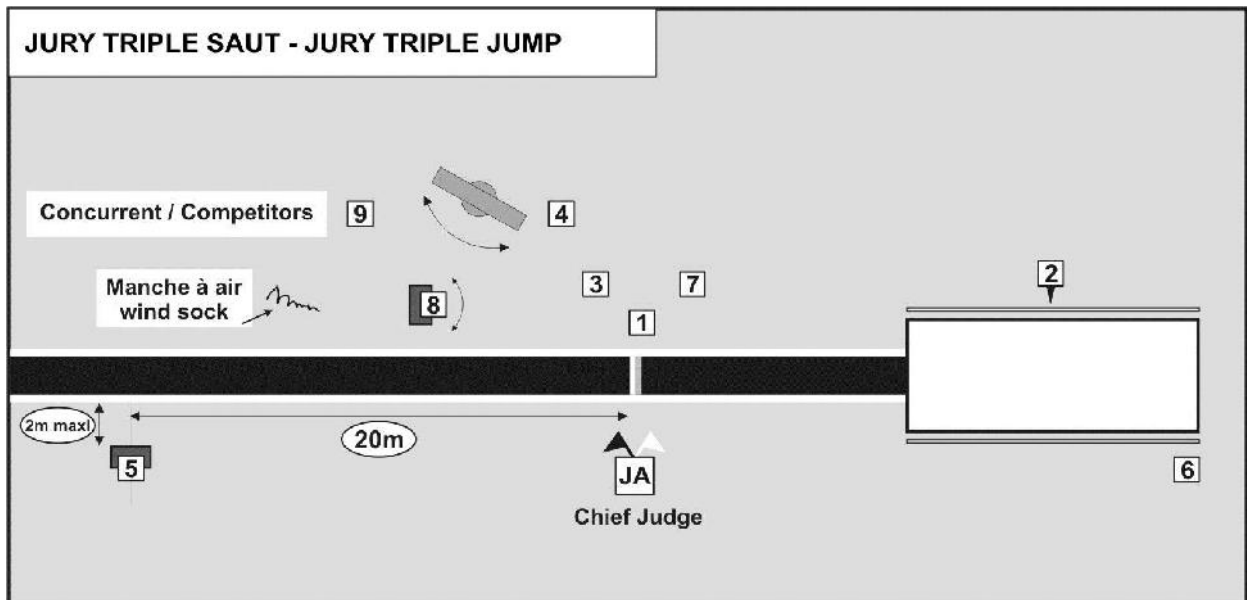


Figure 4.30: Positioning of the Long Jump judges



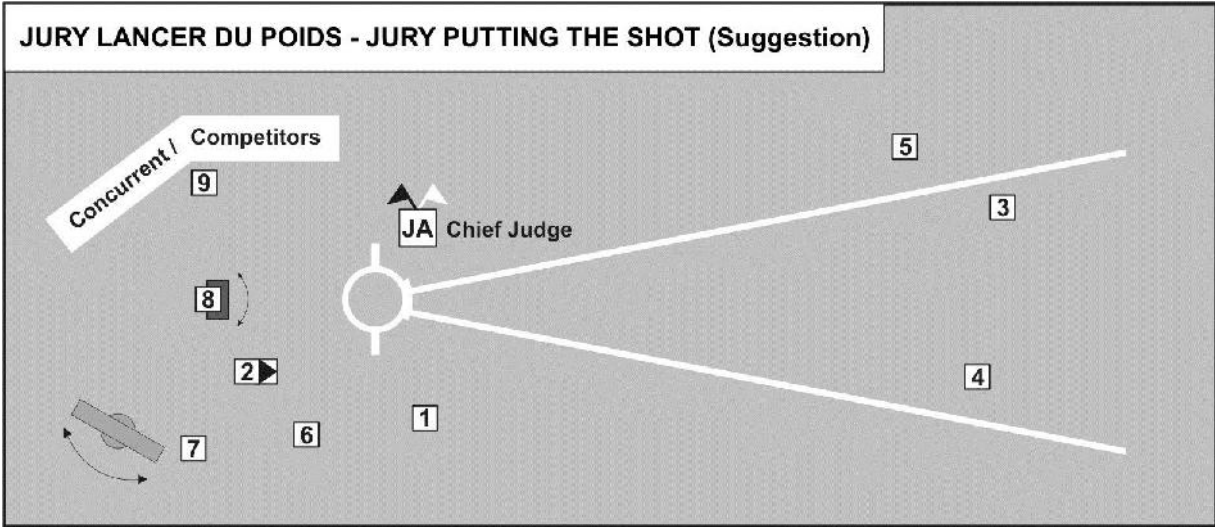
Source: Glad & Roe, 2002:153.

Figure 4.31: Positioning of triple jump judges



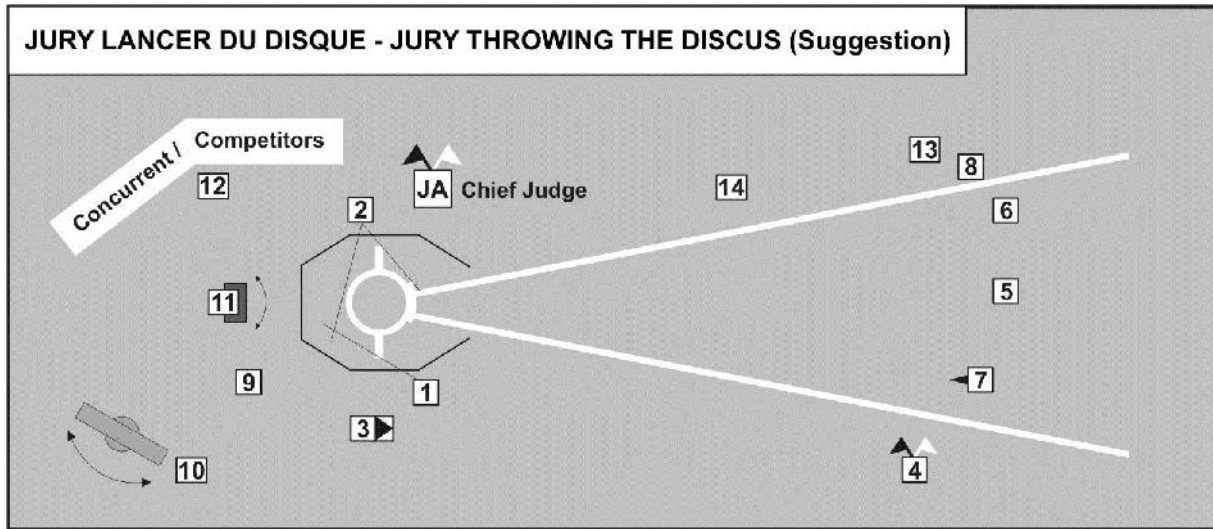
Source: Glad & Roe, 2002:155

Figure 4.32: Positioning of Shot Put Judges



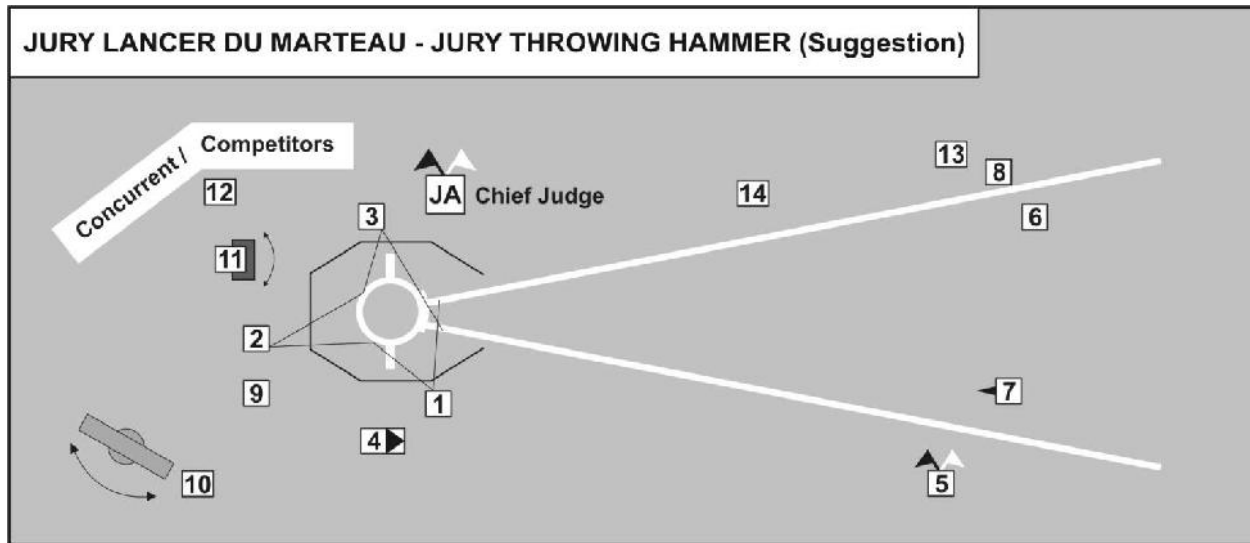
Source: Glad & Roe, 2002:159.

Figure 4.33: Positioning of the discus throw judges



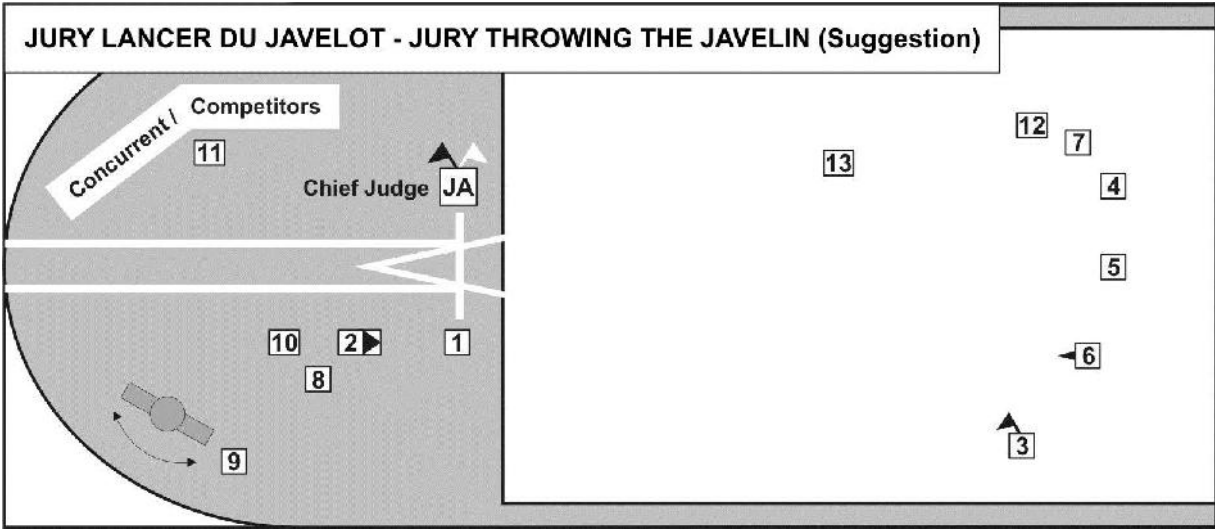
Source: Glad & Roe, 2002:164

Figure 4.34: Positioning of the hammer throw judges



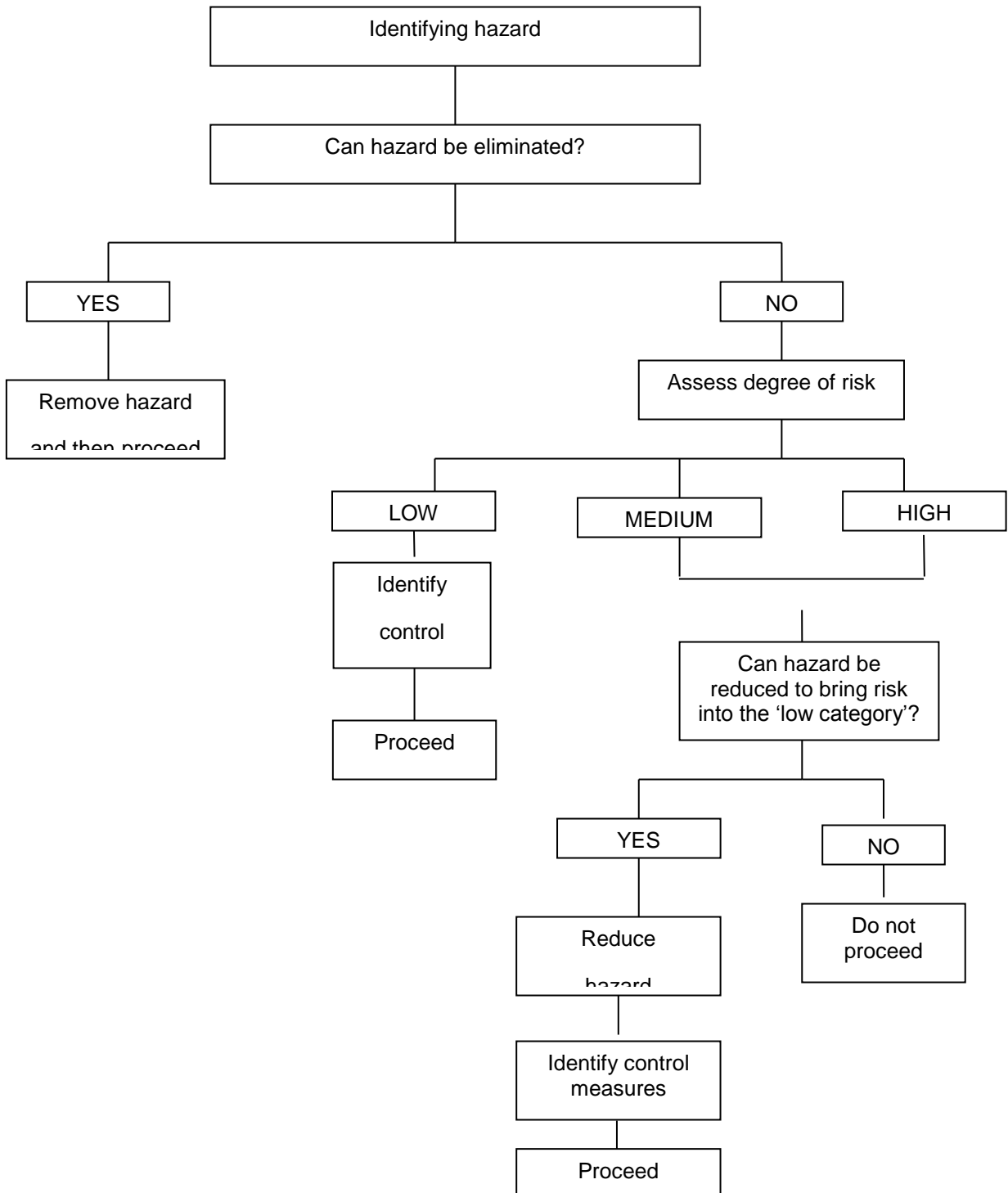
Source: Glad & Roe, 2002:164

Figure 4.35: Position the Javelin Throw Judges



Source: Glad & Roe, 2002:170.

Figure 4.36: The hazard identification and risk evaluation procedure



Sources: Ammon *et al.* 2004:109; Glad & Roe, 2002:175; O'Brien & Overby, 1997:423-424.

**Figure 4.37: Emergency Action Plan Checklists**

Event: ..... Event date: ..... Event time: ..... Primary facility used: .....

No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.1.	Primary facility used	Security Service SAPS Fire Dept. Ambulance Service Traffic Dept. Medical Team	Identify needs for each group	Identify which services are required to be on site and for which only contact details are applicable; they have to be on standby.		
5.2	Secondary facility used	Security Service SAPS Fire Dept. Ambulance Service Traffic Dept. Medical Team	Identify needs for each group	Identify which services are required to be on site and for which only contact details are applicable; they have to be on standby.		
5.3	Anticipate number of spectators	SAPS/LOC	The "who?" will participate will determine the number of spectators and age of spectators.	"Who?" participates will have an impact on the involvement of specialist groups on site or only on standby.		

No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.4	Anticipate spectator profile	LOC	The kind of event will determine the composition of spectators.	Anticipate age of children present.  Where the venue is situated.  Possibility of liquor at the event. At track and field events no liquor is allowed in the venue.		
5.5	Number and type of associated events.	LOC	Some events nearby could be to the advantage of the Track and Field event but will need a secure risk management plan	Location of stadium.  Other major events in vicinity.		
5.6	Spectator history from prior events.	SAPS/LOC	Debriefing reports will assist with history.			
5.7	Anticipated or known rivalries.	SAPS		Not only at the event, but what is happening around the stadium or in the city or town.		
5.8	Competing events affecting the control.	SAPS/LOC		Take note of all major events taking place in the vicinity		
5.9	Facility's policies and procedures statement for security.	LOC				

No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.10	Describe the signage communication protocol.	SAPS/LOC		Especially with sponsored events.		
5.11	Describe the audio-visual communication protocol.	SAPS/LOC				
5.12	Describe the steps taken before the first individuals arrive at facility.	SAPS				
5.13	Describe the facility security protocols	SAPS/LOC		Gate access, door access, perimeter patrols, beverage policy, camera policy, accreditation system		
5.14	Describe the policy for handling lost people (children) or property.	SAPS				
5.15	Describe the medical services that will be available	LOC/Medical staff		First Aid Medical Dr (event) Medical Dr (Athletes) Physiotherapist (Athletes) Ambulance on site Ambulance on call		



No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.16	Describe communication systems that will be used.	SAPS/LOC				
5.17	Describe how the exit routes will be communicated.	SAPS				
5.18	Describe parking configuration	LOC/SAPS/SECURITY				
5.19	Describe protection strategies for VIPs, athletes and officials.	SAPS/LOC				
5.20	Describe special circumstances affecting protection strategies.	SAPS				
5.21	Describe specific steps taken to reduce criminal activity.	SAPS		Vandalism, theft, stealing cars, locker rooms, crimes against women, workplace violence, etc.		
5.22	Describe strategies for crowd management	SAPS/LOC				
5.23	Describe strategies to follow in the case of fights in the stadium / outside the stadium	SAPS				
5.24	Describe strategies to handle intoxicated fans.	SAPS				

No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.25	Describe evacuation strategies	SAPS		If/when spectators & athletes in competition need to evacuate		
5.26	Describe strategies to be used if/ when fire occurs.	SAPS Fire Dept.				
5.27	Describe strategies to be used if/when a bomb threat is reported.	SAPS				
5.28	Describe strategies to be used if/when a terrorist situation arises.	SAPS				
5.29	Describe strategies to use if/when hazardous materials are found.	SAPS				
5.30	Describe strategies to use if/when a storm or lightning storms warning is issued.	SAPS/LOC				
5.31	Describe strategies to use if/when the facility is picketed by demonstrators	SAPS				
5.32	Box office and Ticket sales	LOC/SAPS/ SECURITY				

No	Activity	Who is responsible?	Need(s)	Comments	Yes	No
5.33	Describe strategies to comply with all applicable fire code regulations.	Fire Dept.				
5.34	Describe strategies to comply with all applicable occupational and health regulations and codes	Health Dept.				
5.35	Describe strategies implemented to reduce risks.	SAPS				
5.36	<p>Compile/gather:</p> <ul style="list-style-type: none"> <li>• Panic statement to be used by the public address announcer should the need arises</li> <li>• Copy of insurance policy</li> <li>• Copies of the contracts with vendors</li> <li>• Phone list for all emergency services</li> </ul> <p>Describe strategies to document and retain evidence</p>	SAPS				

Sources: Fried, 2005:300-304; FSA, 2005:7,10-11; Event Management for Sport Directors:14-19; 68-71; ASA Checklist 2004:1-2.

**Figure 4.38: Medical Record Form**

<b>MEDICAL RECORD - CONFIDENTIAL</b>		
<i>Side 1:</i>		
<b>DATE:</b> .....	<b>MEETING:</b> .....	<b>VENUE:</b> .....
<b>ATHLETE:</b> .....		
<b>LOCATION:</b> .....	<b>FINISH:</b> .....	<b>AID STATION:</b> .....
<b>ARRIVAL TIME:</b> .....		
<b>NAME:</b> .....	<b>SURNAME:</b> .....	<b>NATIONALITY:</b> .....
<b>DISCHARGE:</b> .....	<b>TIME:</b> .....	
<b>AGE:</b> .....	<b>GENDER:</b> .....	<b>PRE-RACE INJURY/ILLNESS:Y/N</b>
<b>DESCRIBE:</b>		
<b>SKIN,BONES &amp; JOINTS</b>	Pain, Blister, Abrasion, Bleeding,	Cramps, Swelling, Other: .....
<b>COMPLAINT:</b>	.....	
<b>TISSUE</b>	Shin, Muscle, Tendon, Ligament,	Bone, Other:.....
<b>COMPLAINT:</b>	.....	
<b>LOCATION:</b>	Toe R/L	Knee R/L
	Foot R/L	Thigh R/L
	Ankle R/L	Hip R/L
	Calf R/L	Back R/L
	Other: .....	
<b>DIAGNOSIS:</b>	Blister	Tendinitis
	Sprain	Abrasion
	Strain	Cramps
	Bursitis	Stress Fx (suspected)
	Fasciitis	Other: .....
	.....	
<b>NOTES:</b>	.....	
	.....	
	.....	

Side 2:

<b>MEDICAL PROBLEMS</b>					
<b>ATHLETE:</b> .....		<b>ARRIVAL TIME:</b> .....		<b>DISCHARGE TIME:</b> .....	
<b>SYMPTOMS &amp; SIGNS</b>					
Exhaustion		Light headed		Stomach cramps	
Hot or fever		Headache		Rapid heart rate	
Vomiting		Nausea		Palpitations	
Unconscious		CNS changes		Muscle spasms	
Other: .....		.....		.....	
.....		.....		.....	
<b>Mental status:</b>		Alert or responds to:		Voice/Touch/Pain	
Orientation:		Person/Place/Time			
Walking Status:		Alone/ with assistance/Unable			
Other: .....		.....		.....	
Diagnosis:					
<b>MONITORING:</b>					
TIME	TEMP(RECTAL)	BP	PULSE	IV FLUIDS	MEDS/Rx
<b>NOTES:</b>					
<b>TREATMENT:</b>					
Signature Athlete:					
Signature Physician:					
Name Physician (PRINT):					
Practice No:					
Contact No (Physician):					

Source: Brown & Gudjonsson (3<sup>rd</sup> Ed.) n.d.:92-93; Holtzhausen, 2010: Personal interview.



MORE

Entrance tickets are available from XXXXXXXX at XXXXXXXX for adults and entrance for students and minors is XXXXXX. The first event will start at XX:XX.

RELEASE ENDS

For more information contact:

XXXXXX XXXXXXXXX

(0XX) XXX-XXXX(Office)

XXX XXX XXXX (Mobile)

Source: van Eck, 2012: Personal interview; Draft Media Guidelines, 1988:1.

**Figure 4.40: Victory Ceremony Time Schedule**

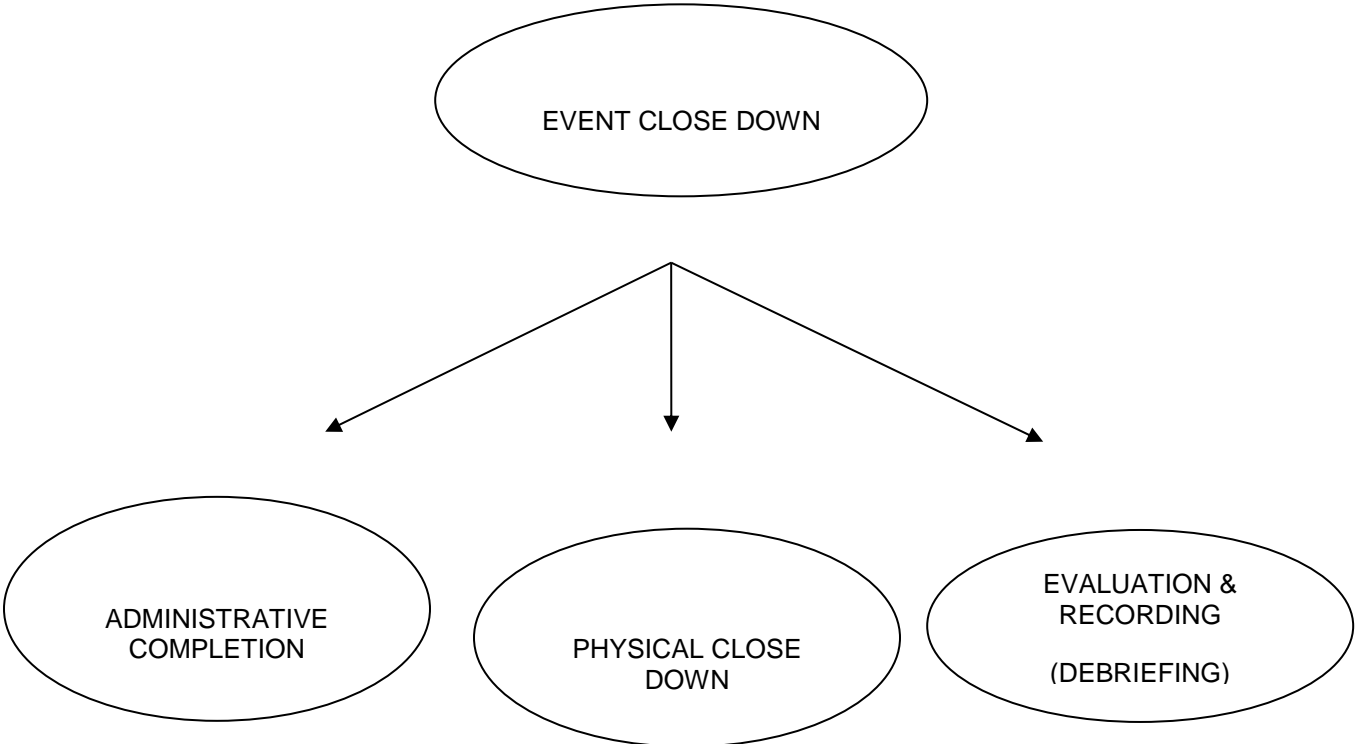
DAY 1		DAY 2	
TIME	EVENT	TIME	EVENT
13:20	21,1 km - Men	14:15	Hammer Throw - Men
	21,1 km - Women		
	20 km Walk – Men	15:25	3000m SC - Men
	10 km Walk – Women		400m H - Men
			400m H – Women
15:00	3000m SC - Women		
	Hammer Throw - Women	16:05	High Jump – Women
			800m – Men
16:00	100mH - Women		800m – Women
	Pole Vault - Men		Triple Jump – Men
	110mH – Men		5000m – Women
16:30	Triple Jump – Women	16:35	200m – Women
			200m – Men
17:00	1500m- Men		Discus - Women
	1500m – Women		Javelin - Men
	Javelin - Women		
	Shot Put – Women	16:45	Pole Vault – Women
			High Jump – Men
17:30	400m – Women		Long Jump - Women
	400m - Men		Shot Put – Men
	5000m Men		
	Discus – Men	17:10	Heptathlon
			Decathlon



<b>17:45</b>	<b>100m – Men</b>	<b>10 000m Men</b>
	<b>100m – Women</b>	<b>4 x 400m Relay - Women</b>
	<b>Long Jump - Men</b>	<b>4 x 400m Relay - Men</b>
<b>18:00</b>	<b>4 x 100m Relay Women</b>	
	<b>4 x 100m Relay Men</b>	

Source: Botha, 2010: Personal interview.

**Figure 4.41: Final phase of event management**



Source: Shone & Parry, 2001:257.

**Figure 4.43: Equipment Control Form**

EVENT	EQUIPMENT & IMPLEMENTS	TOTAL	OUT	IN	COMMENTS
<b>POLE VAULT</b>	Pole Vault Cross Bars 4.5m				
	Wind sock				
	Coloured markers (sets)				
	Pole Vault Measuring apparatus				
	Height Indicators				
	Flags White				
	Flags Red				
	Flags Yellow				
	Clipboards				
<b>HIGH JUMP</b>	Adjustable uprights for High Jump				
	High Jump Cross Bars 4m				

	Wind sock				
	Coloured markers (sets)				
	High Jump Measuring apparatus				
	Height Indicators				
	Flags White				
	Flags Red				
	Flags Yellow				
	Clipboards				
	Masking tape (rolls)				
<b>LONG AND TRIPLE JUMP</b>	Long Jump take-off areas				
	Triple Jump take-off areas				
	Take-off boards (set)				
	Pleistocene indicators				
	Wind sock				
	Coloured markers (sets)				
	Measuring tapes 20m or 50m				
	Spike pens				
	Long Jump distance boards				

	Triple Jump distance boards				
	Distance Indicators				
	Wind Gauges				
	Flags White				
	Flags Red				
	Flags Yellow				
	Clipboards				
	Rakes				
	Hand Brooms				
	Clay Roller or Pallet knife				
<b>SHOT PUT</b>	Stop boards				
	Wind sock				
	Measuring tapes 50m				
	Spike pens				
	Distance marker boxes Shot Put				
	Distance Indicators				
	Sector Tape lines				
	Flags White				
	Flags Red				

	Flags Yellow				
	Clipboards				
	Shot 7,26kg				
	Shot 6kg				
	Shot 5kg				
	Shot 4kg				
	Shot 3kg				
	Shot 2kg				
<b>JAVELIN THROW</b>	Wind sock				
	Measuring tapes 100m				
	Spike pens				
	Distance marker boxes Javelin				
	Distance Indicators				
	Sector Tape line				
	Flags White				
	Flags Red				
	Flags Yellow				
	Clipboards				
	Javelin 800g				

	Javelin 700g				
	Javelin 600g				
	Javelin 500g				
<b>DISCUS &amp; HAMMER THROW</b>	Reducing Ring				
	Wind sock				
	Measuring tapes 100m				
	Spike pens				
	Distance marker boxes Discus				
	Distance Indicators				
	Sector Tape lines				
	Flags White				
	Flags Red				
	Flags Yellow				
	Clipboards				
	Discus 2kg				
	Discus 1,75kg				
	Discus 1,5kg				
	Discus 1kg				

	Discus 0,75kg				
	Hammer 7,26kg				
	Hammer 6kg				
	Hammer 5kg				
	Hammer 4kg				
	Hammer 3kg				
<b>TRACK</b>	Hurdles				
	Steeple Chase Hurdles				
	Steeple Chase Hurdle Water Jump				
	Photo Finish system				
	Wind Gauges				
	Flags White				
	Flags Red				
	Flags Yellow				
	Stop Watches				
	Starting Pistols				
	Ammunition for Starting Pistol				
	False Start Control Apparatus				
	Headphones				



	Starting Blocks				
	Microphones for Starting Blocks				
	Lane Boxes (sets)				
	Masking tape (rolls)				
	Baskets for cloths				
	Traffic Cones for stagger starts				
	Traffic Cones 800m Cut in 5cm High				
	Relay Batons				
	Lap Counter & Bell				
	Megaphones				
	Infield Clock				
	Wind Clock / Indicator Board				
	Clipboards				
<b>GENERAL</b>	Assizing kit				
	Brooms				
	Flag Poles				
	Flags Red				
	Flags White				
	Flags Yellow				
	Garden Forks				

	Lighting				
	Rakes				
	Spades				
	Sponge Roller				
	Starting Pistols				
	Ammunition for Starting Pistol				
	Two way Radios				
	Warm Up area				
	Wind Gauges				
	High Jump Cross Bars 4m				
	Pole Vault Cross Bars 4,5m				
	Megaphones				
	Hurdles				

Source: Fourie, 2012[e]:388

**Figure 4.43: Report on closure of event**

REPORT ON CLOSURE OF EVENT	
Event/Room	
Convener/Chief Judge	
Report	
<p>After completion of task and satisfied with the closing down of the event or activity, sign the form and hand over to the TIC. If in possession of keys, hand them over to the TIC and complete:</p> <p>I hereby declare that all equipment has been signed in and problems (if any) have been reported:</p> <p>NAME: .....</p> <p>TECHNICAL OFFICIAL NO. ....</p> <p>EVENT/ACTIVITY: .....</p> <p>SIGNATURE: ..... DATE: .....</p> <p>I hereby declare that room no ..... is locked, lights have been switched off and keys received submitted to the TIC ..... Technical official no.....Signature _____</p>	

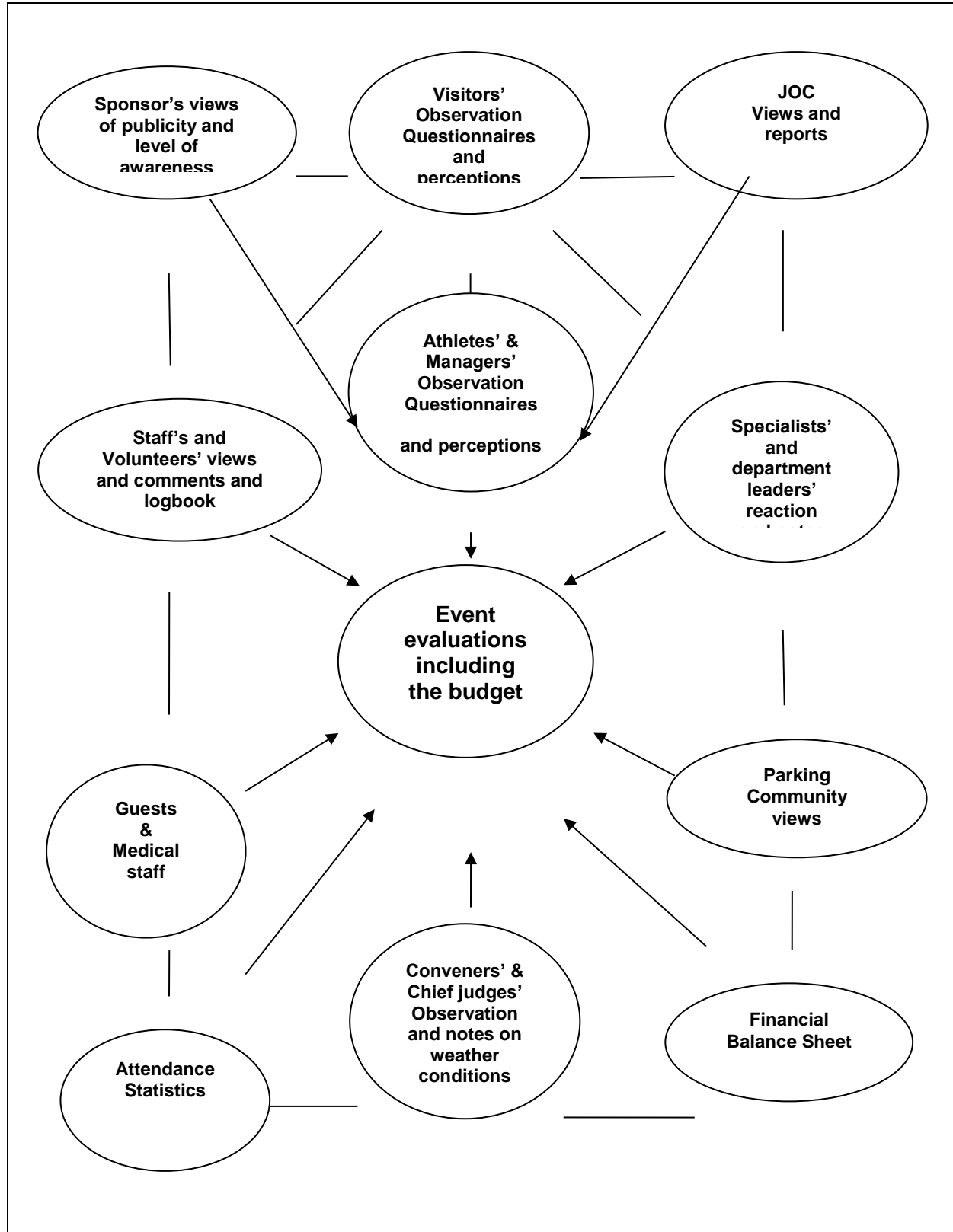
Source: Fourie, 2010:155.

**Figure 4.44: Improvements based on SWOT analysis**

<p><b>S</b></p>	<p>There might be activities that went well and could be strengthened more.</p> <p>There might be activities that went well in such a way that they are best left untouched (<i>if it's not broken, don't fix it</i>).</p> <p>All these strengths could be listed in a section under recommendations as best practices that will assist future LOCs</p>
<p><b>W</b></p>	<p>There might be activities that have gone wrong, that should be sorted out. Investigate down to the root of the problem and identify strategies that could be used to change the weakness into an opportunity or a strength.</p> <p>All these problems and new strategies could be listed in a section under recommendations as opportunities.</p>
<p><b>O</b></p>	<p>Evaluate the new opportunities that have arisen during the event and plot the outcomes in the SWOT Analysis.</p> <p>All these new opportunities could be listed in a section under recommendations as new challenges.</p>
<p><b>T</b></p>	<p>Identify the threats that could or have jeopardised the success of the event. Discuss to get to the root of the threat and identify new strategies.</p> <p>All these new strategies could be listed under recommendations as new strategies or new lessons learnt.</p>

Source: Fourie, 2008[a]: Plan to fail or fail to plan; Shone & Parry, 2001:263.

Figure 4.45: Sources of information for evaluation



Sources: Shone & Parry, 2001:263; Richards, 1992:61-62

**Figure 4.46: Value of a debriefing and assessment session**

No	ACTIVITY	VALUE
1.	Formal or structured research and observation	Identify problems, weaknesses, opportunities, threats and strengths  Seek solutions to uplift the standards.
2.	Problem identification	Only of value if enough information could be collected.
3.	Evaluate the problem	Adequate information.  Casual origin.  Solve – prevent it from happening.
4.	Resources	How to allocate resources and time to solving the problem - the quicker the better.
5.	Prioritise problems	Determine effect on event and the outcome it had on the event.
6.	Problem solving	Increase satisfaction levels.  Reduce dissatisfaction levels.  Deal with the problem first.

Source: Shone & Parry, 2001:264-265; Weiss, 1992: Personal interview.