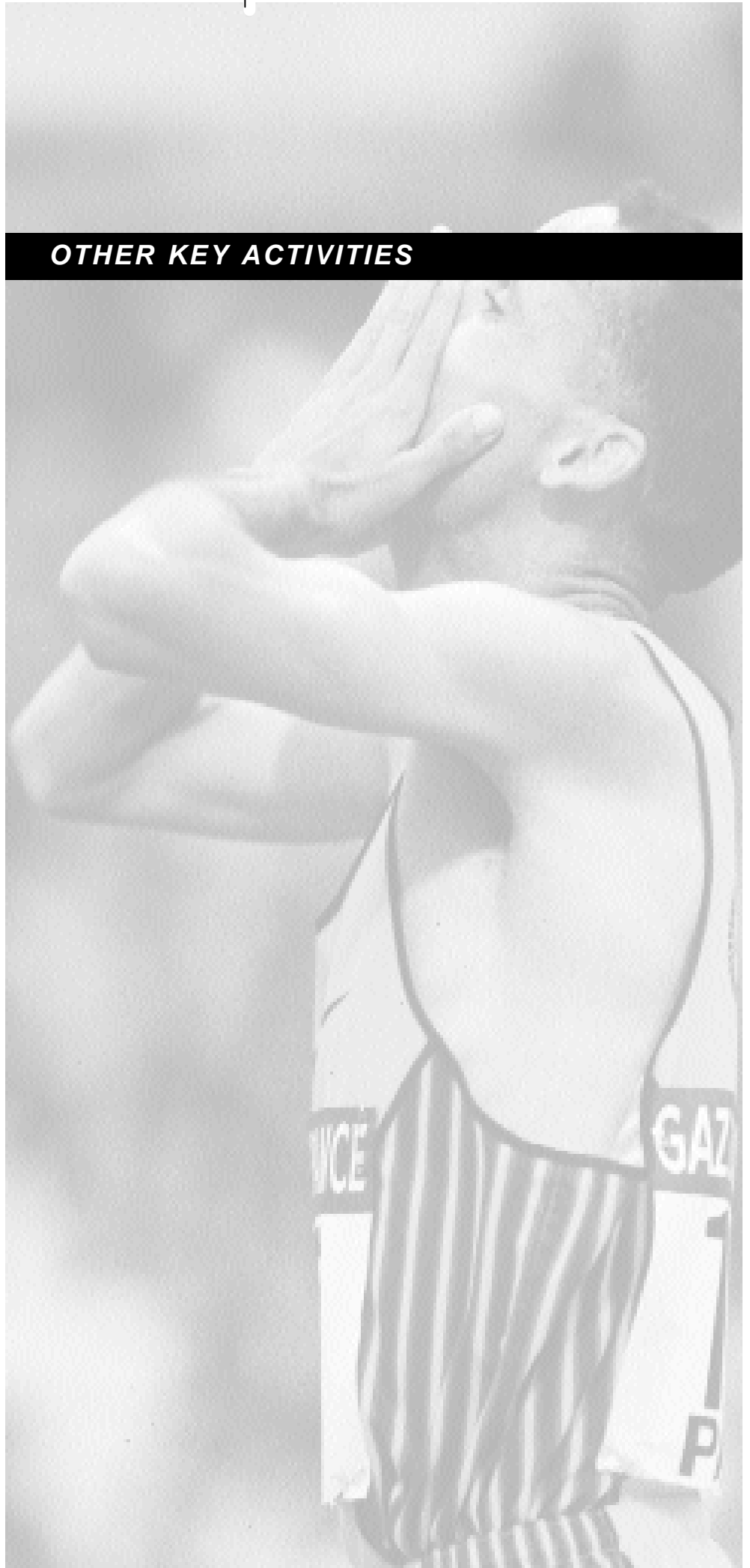




# 10

CHAPTER

## OTHER KEY ACTIVITIES



**PART ONE**  
ATHLETE  
DEVELOPMENT  
AND SERVICES

**PART TWO**  
COACHING

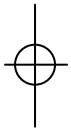
**PART THREE**  
OFFICIATING

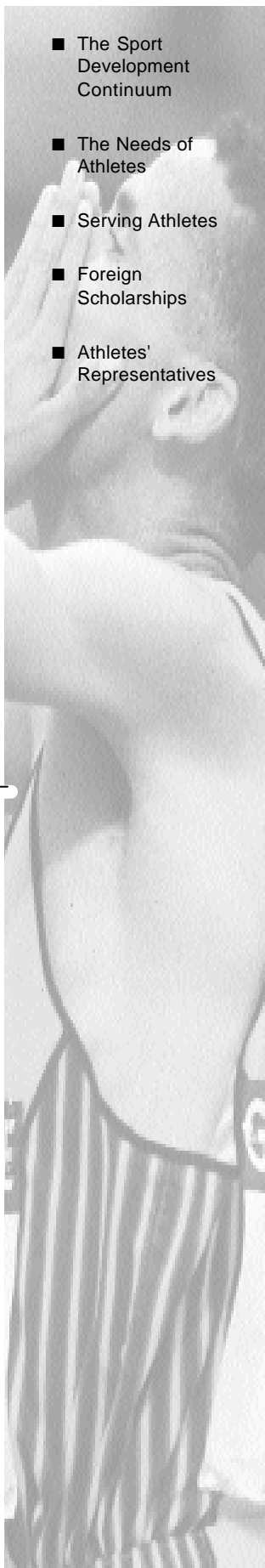
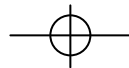
**PART FOUR**  
COMPETITION  
OPPORTUNITIES

**PART FIVE**  
RECORDS AND  
STATISTICS

**PART SIX**  
SPORTS MEDICINE

**PART SEVEN**  
DOPING CONTROL





- The Sport Development Continuum
- The Needs of Athletes
- Serving Athletes
- Foreign Scholarships
- Athletes' Representatives

## PART ONE **ATHLETE DEVELOPMENT AND SERVICES**

If we start with the idea that athletes should be the focus of a national athletics federation's activities – or an athlete-centred approach – it is easy to understand that the federation is essentially a service organisation. Its role is to create the conditions and meet the needs which allow athletes to develop and perform to their potential. This calls for a well planned and co-ordinated programme of services. Though it can be very difficult to create such a programme, this challenge must be faced because failure to do so means limiting a country's athletics to a lower level of achievement. To plan for the necessary services, and for the overall development of the sport, it is essential that the leaders in the federation have an understanding of the process of athlete development and the role which the federation can play.

### **A** The Sport Development Continuum

One popular model which describes the development of an athlete is called the Sport Development Continuum. It consists of four phases through which athletes may progress – or move backwards – as their interest, commitment and performance level change:

- **Foundation** – Potential athletes are introduced, normally at a young age, to the sport and the basic movements involved in the events. Play rather than competition is emphasised.
- **Participation** – The activities of the athletes in the Participation Phase include both training and competition on a regular basis, without great emphasis on results or achievement.
- **Performance** – In the Performance Phase, athletes are very focused on the sport and invest considerable time and effort in training in order to improve their performance and compete on a high level.
- **Excellence** – Athletes in the Excellence Phase have reached a very high standard of performance and committed themselves to achieving the best possible results in national and international level competition.

### **B** The Needs of Athletes

In each phase of the Sport Development Continuum, athletes have training and support needs which must be met if they are to continue at that level or to progress further. These, of course, vary according to the phase and are often specific to the phase.

For example, young athletes in the Foundation phase have a need for teachers who can introduce the basic skills involved in the sport, but this is clearly not a need of an elite athlete in the Excellence phase. On the other hand, elite athletes must have the best possible facilities for training and competing, while Foundation and Participation phase athletes can often manage with only an open space and makeshift equipment (though a better environment is always preferable).



## BASIC STRATEGIES FOR ATHLETE DEVELOPMENT PROGRAMMES

### 1. The Flag-Pole Approach

The development of top athletes leading to international success and acclaim is a desirable aim – *“the aspirations of the masses can be fuelled by the success of ‘stars’”*. It may even be that the ambitions of a relatively undeveloped country can be met without necessarily involving the masses.

Can success be built like a flag pole without a broad base of support? This depends on the extent of whether or not ability is the product of development or genetic accident. If it is the latter, then the flag-pole analogy is attainable. If one searches effectively enough, sufficient athletic “geniuses” may be found, resources can be focused into developing them into stars and the aim of flying the flag realised.

Questions which must be answered when considering this approach include:

- What depth of support do such talented individuals need in order to sustain them?
- What does it cost in terms of manpower and resources?
- Does an adequate competitive structure exist (at the right level) to nurture their talent? If it does not, where can one be found?
- If it all comes to fruition, how much will the stars feel they owe anybody?

### 2. The Pyramid Approach

The pyramid approach means emphasis is placed on involving a broad base of athletes in the Foundation and Participation phases in the hope that talent will build on itself to reach a high point of success. However, pyramids are slower to build and take a while for the apex to be completed. Is the time span too long to sustain the energy necessary? Many pyramids never get finished! Once built, though, pyramids appear to have the advantage of being able to sustain success.

Does one have to wait until the pyramid is complete before international success can be realised? Might it be possible to create a pyramid with a flag-pole on top? Could it be raised in the course of construction without it getting in the way of the pyramid builders?

In the end – and depending upon local resources and emphasis – elite and grass roots policies must, at some point, be mutually inter-dependent.

As a starting point for discussion and planning, the following list includes some of the key needs of athletes and a rough guide to the most obvious phases where they are applicable:

- Teachers trained to provide a safe, basic

introduction to the sport (Foundation).

- Open areas and basic equipment (Foundation/Participation).
- Talent Identification structure (Foundation/Participation).
- Educated and certified coaches (Participation/Performance/Excellence).
- Training facilities and equipment (Participation/Performance/Excellence).
- Competition opportunities (Participation/Performance/Excellence).
- Sports Medicine support (Participation/Performance/Excellence).
- Financial support (Performance/Excellence).
- Psychological and mental preparation (Performance/Excellence).
- Specialist technical training (Performance/Excellence).
- Elite competition planning, management and coordination (Excellence).
- Career and personal management (Excellence).

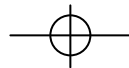
## Serving Athletes

A federation's leaders have a responsibility to be aware of the various needs of all athletes in their country and to work either to meet them or to assist other individuals and organisations to meet them.

Generally speaking, there should be many athletes in the Foundation and Participation phases spread throughout the country (see box below). The spread and size of this talent base is one of the main indicators of the strength of Athletics Culture and the health of the sport. It is also a key element of a system aimed at producing elite performers on a regular basis rather than as a matter of chance.

Delivery of services to individual athletes on the scale called for by a wide base of athletes in the Foundation and Participation phases is not usually possible for a federation with limited resources. Instead, federations must try to serve these athletes indirectly by enabling and helping local associations, clubs, schools and other partners to meet the needs of athletes effectively. Activities which a federation could undertake to support its partners include:

C



- Organisation, coordination and communication.
- Production and distribution of guidelines, plans and support materials.
- Training personnel.
- Provision of financial and material resources.

Looking at the Excellence end of the continuum, we would expect the federation's role to be different.

Here the number of athletes is bound to be relatively small and the specialist services beyond the capacity of most clubs and local organisations. In this case, athletes require a team of experts in a number of fields to support them. It is more logical for services, such as specialist coaching or medical support, to be provided directly to the athletes or the team supporting them by the federation.

Ideally, a federation should have an integrated athlete services plan – a plan which looks at the needs of athletes at all levels, identifies who will meet these needs, and shows how the activities are to be resourced. Such a plan is a central element of the federation's overall plan. It should be produced in cooperation with athletes and representatives of the organisations which will be expected to provide services to them.

Of course, there is no single blueprint for an athlete services programme, each must be designed to suit the specific situation. Objectives and aims must be weighed against resources, and pragmatism must take ascendancy over idealism.

By going through the exercise of designing an athlete services programme, gaps in the present system of provision and resourcing will be exposed. Filling these gaps should become priority areas of work for the federation. For those federations which do provide substantial services, this exercise helps to clarify the amounts invested in athletes throughout their careers.

An athlete services plan can be used as the basis of a contract with athletes which defines their commitment and, opportunely, their contribution to the federation

and to its goals and objectives. In other words, the federation can say to talented athletes 'this is what we will do for you as you develop and this is what we expect from you when you become successful'.

## **D** Foreign Scholarships

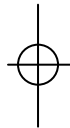
Scholarships to train and study abroad – available from Olympic Solidarity, educational institutions in the USA and elsewhere, and other sources – can be very good for developing talented individual athletes. They are especially useful in countries where important resources such as facilities, coaching and competition opportunities are limited. However, IAAF Member Federations are required to strictly control foreign scholarships ensuring that all regulations are complied with and that the best interests of the athlete are looked after.

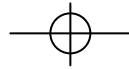
Federation leaders should be aware that there are a number of dangers when an athlete accepts a foreign scholarship. These include:

- The possibility that the institution providing the scholarship cannot provide the conditions required for the development of the athlete.
- The possibility that the institution providing the scholarship does not take an athlete centred approach and is more concerned about its team's short-term success than the long-term development of the individual. In such a situation the athlete could be pressured into inappropriate training or competition.
- The possibility of inappropriate training/competition resulting from the institution's lack of interest or control and the athlete's lack of experience and guidance.
- The possibility that the athlete's obligations and commitments to the federation back home will be ignored.

The existence of these and other dangers means that as a part of its athlete services programme a federation must be prepared to properly manage the foreign scholarship process – from finding and approving scholarships right through until the athlete returns home.

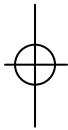
For further information see IAAF Rules 12.8 and





**SCHOLARSHIP MANAGEMENT ✓ LIST**

- The athlete has the academic and other qualifications required.
- The athlete has clear short- and long-term personal objectives.
- The athlete has an understanding of the training process, particularly the load/recovery cycle.
- The facilities and conditions of the host institution are confirmed as appropriate.
- The foreign coach responsible for the athlete has been identified.
- The federation has given responsibility to a group or individual (possibly the home coach) to monitor the situation on its behalf.
- The foreign coach and home coach have agreed the outline of a training/competition programme.
- The foreign coach has guaranteed (in writing) the availability of the athlete to participate in agreed events for the federation.
- The foreign coach has agreed to supply regular progress reports (in normal cases, quarterly; if there is a special situation or problem, monthly).
- The host institution and foreign coach has guaranteed in writing the availability of the athlete for out-of-competition doping control tests.
- All financial arrangements are in order and proper contracts are exchanged.



**E**

15.

**Athletes' Representatives**

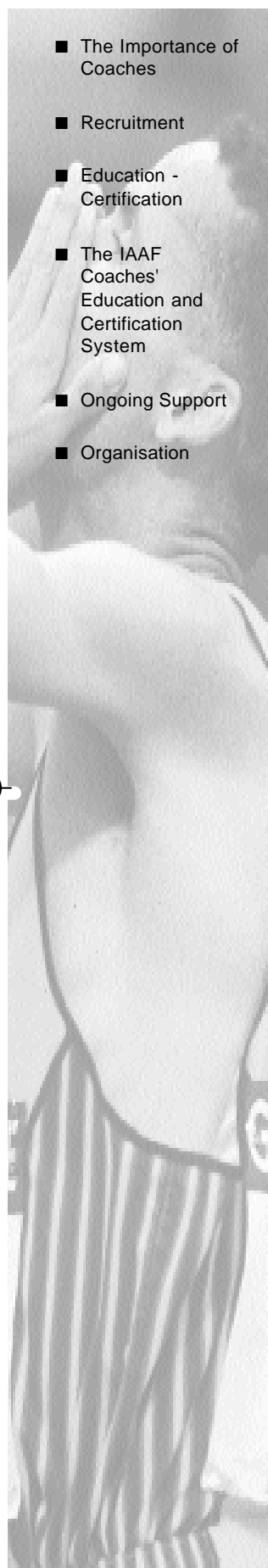
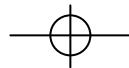
Many athletes who have reached the Excellence phase of the Sport Development Continuum look to Athletes' Representatives (sometimes called agents) to help them meet their service requirements. Generally, Athletes' Representatives will plan and arrange competitions for top athletes in major invitational meetings. They will also negotiate with sponsors and other commercial entities on behalf of the athlete. In some cases they will look after the athlete's training and medical needs. These services are provided for a fee, usually a percentage of any money the athlete wins or earns.

As they specialise in this work, Athletes' Representatives often have experience and contacts that federations do not and, therefore, they can be valuable. However, it is important that each federation

carefully control the Athletes' Representatives working with the athletes from its country. There have been cases of disreputable characters setting themselves up as Athletes' Representatives and serving neither the interests of the athlete nor the federation.

A federation has the obligation to review each year the work of any Athletes' Representatives associated with athletes from its country. Only when the federation is satisfied that the Athletes' Representative has complied with all rules and regulations, has signed a proper contract with the athlete and has served the interests of the sport should it authorise the Representative to work with the athlete for the coming year.

For further information see IAAF Rule 19 and the latest edition of the IAAF booklet entitled Regulations for Athletes' Representatives.



- The Importance of Coaches
- Recruitment
- Education - Certification
- The IAAF Coaches' Education and Certification System
- Ongoing Support
- Organisation

## PART TWO COACHING

Coaches play a central role in the development of athletes and their abilities are, therefore, of critical importance to the national athletics federation. As coaches are in positions of responsibility and trust, it is essential that they are properly qualified and that there is some form of control exercised by the federation over their work. To help ensure success it is also important that the federation provides appropriate ongoing support to coaches. There is, therefore, a clear need in every country for a national coaches programme, under the leadership of the federation, which integrates these activities. Just as there is no single blueprint for an athlete services programme, a national coaches programme must be designed to suit the specific situation.

### **A** The Importance of Coaches

If a coach is highly knowledgeable, motivated, focused, sensitive to individual needs and successful in solving problems, the training environment he/she creates should generate much success for athletes which in turn benefits the sport. If a coach has poor technical or theoretical knowledge, lacks experience, is unable to direct a comprehensive programme, is not motivated or cannot spend the necessary time, athletes will be unlikely to reach their potential.

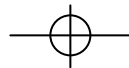
In less developed athletic nations, the role played by coaches can be even more important as they are often involved in the delivery of a number of aspects in an athlete development programme, including organisation of competitions, administration and fund raising.

### **B** Recruitment

In many cases, potential coaches identify themselves, that is they decide they want to coach and they get involved on a voluntary or professional basis. However, in a country where other sports are dominant or athletics is not well developed, the thought may not occur to enough people to meet the needs of all levels of athlete development. In addition, effort needs to be made to ensure that the people who do choose to try to become athletics coaches have the proper attributes. Therefore, it is often necessary for some sort of recruitment.

Ideally, potential coaches have the following characteristics:

- A strong interest in a continuing relationship with athletics.
- Experience as an athlete.
- Highly motivated.
- Teaching skills.
- Practical, problem-solving.
- Excellent inter-personal communication skills.



■ Training in physical education.

Sources of potential coaches include former athletes, school teachers, physical education students at colleges and universities. Methods for communicating to these groups include bulletin boards at clubs or educational institutions, articles or advertisements in newspapers and sports publications and announcements at athletics events.

**C Education - Certification**

While coaching is a craft which is largely acquired through practical experience, there is a need for a formal education, particularly in the areas of technical knowledge and coaching theory, to provide a base for individual development. All athletics coaches, whether already working or new recruits, should be qualified to a known level of professional standard.

A coaches education programme operated by the federation or another organisation – such as a national sports institute – is a feature of most athletically developed countries. Coach education normally includes a number of levels of qualification, reflecting the different needs of athletes as they go through the stages of the Sport Development Continuum. Of course, any coach education programme must take account of potential recruitment and the demands which can reasonably be made in terms of time and learning. The standards which are set must also reflect the ability of the student coach to aspire to paid positions at the completion of their education.

Operating or participating in a coaches education system is an important service which a federation can provide. Provision of such a service and the operation or participation in a certification programme shows that a federation takes its responsibilities to athletes seriously, is in control of its sport and is working in a professional way even if, like the majority of federations around the world, it is not in a position to directly employ large numbers of coaches

**HIRING FOREIGN COACHES**

Often, the quickest way of achieving quality coaching is to import coaching expertise. Many federations take this approach and get the desired results. However, to avoid disappointment, it is essential to know exactly what is needed and to develop a wise plan.

Advantages to hiring foreign coaches include:

- Expertise is immediately available.
- There may be indirect positive effects, such as establishing a role model for younger coaches, establishing training programmes or an attitude of excellence.
- There is often a dramatic short-term improvement in the programme of an individual athlete.

Disadvantages to hiring foreign coaches include:

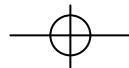
- It may be costly in terms of salary, travel and support.
- It could create jealousy amongst local coaches.
- There may be a culture shock for the coach (and his/her family) detracting from performance.
- There may be language difficulties.
- There may be difficulty adapting to the mentality and ways of doing things.
- His/her stay may be limited.
- Often there is no real residual expertise left when the coach leaves.

**D The IAAF Coaches Education and Certification System**

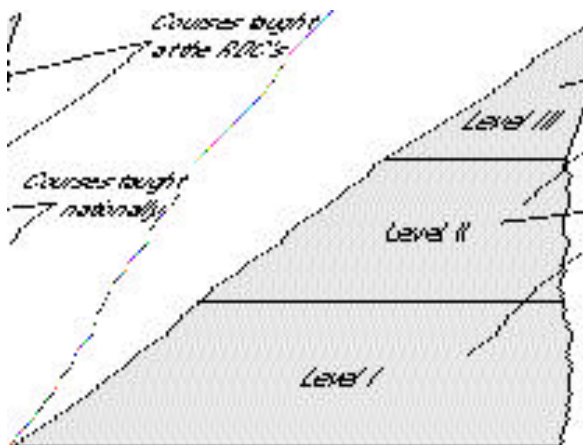
Recognising that the resources and effort involved in developing an education programme may be beyond capabilities on a national level, the IAAF operates a Coaches Education and Certification System (CECS) which is available as a service to Member Federations which would like to make use of it.

**1 Overview**

The CECS features three levels of courses plus opportunities for further education. For each course level the IAAF provides a standard syllabus, qualified lecturers and the necessary learning support materials. Financial resources for the system come from the IAAF and its Area associations, Olympic Solidarity and other partners on the international and national levels. Operation of the CECS is co-ordinated



by the IAAF Development Department and RDCs.



Entry to the CECS is through the Level I course which is staged nationally and is designed to train a large number of coaches who can work with athletes in all phases of the Sport Development Continuum at the grass roots of the sport – in clubs and schools. Levels II and III are normally staged at the RDCs and are designed for a smaller number of coaches who will have specialist duties within their federation.

Successful completion of all three levels leads to the award of the IAAF Diploma in Coaching, granted with the authority of the world governing body for Athletics.

## 2 The Role of a Member Federation

The IAAF CECS is a worldwide programme and its success depends on many partners, including the Member Federations, playing their roles effectively. A federation's biggest input will be into Level I courses, as these are staged nationally. Federations should request a Level I course either from the IAAF through their Area Representative or from Olympic Solidarity through their National Olympic Committee. Once a Level I course is awarded, the federation's responsibilities include:

- **Appointment of a local Course Co-ordinator** – The Course Co-ordinator will be in regular contact with the IAAF Development Department and or the RDC to prepare all aspects of the course, including classroom and athletic facilities, equipment, lecturer accommodation and local transport, and will be present throughout the course to ensure it runs smoothly and a variety of requirements are met.

- **Selection of Course Participants** – The federation will select up to 30 course participants who meet the minimum requirement profile, which the IAAF provides in the Level I course preparation papers.
- **Follow-up** – The federation will be expected to keep an up-to-date register of all Level I trained coaches who are working in the sport and are in good standing with the federation. Any changes to the status of a coach should be reported to the RDC. Particular efforts should be made to stay in contact with coaches who have achieved the marks necessary for qualification for the Level II course.

As Level II and Level III courses normally take place at the RDCs, the role of a federation is more limited but still very important. This includes approval of nominations of qualified participants made by the IAAF Development Department. The most important aspects of a federation's role, however, are the follow-up activities of making use of and providing support to the coaches who attend these courses.

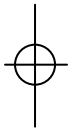
## Ongoing Support

**E**

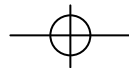
All working coaches will require support from the national programme in order to be maximally effective. One of the most obvious forms of this support is through technical publications and other materials, so that coaches can keep abreast of the latest developments in their field.

The RDCs publish regular bulletins which are sent to federations and those coaches who meet the eligibility requirements for attending Level II courses and who remain in good standing with their federations. In addition, the IAAF publishes the quarterly journal *'New Studies in Athletics'* which is sent to federations and is available to coaches who read English. Federations are encouraged to copy materials from these publications and distribute them to any coaches in their country.

Another form of support for working coaches is opportunities to exchange views and technical information with their colleagues and to develop their skills at coaching workshops or seminars. These can be organised on a national level.







## **SELECTING THE RIGHT COURSE PARTICIPANTS**

CECS courses represent a significant investment of time and resources in the individual participants on the part of the IAAF, the Member Federation and other partners. Every effort should be made to ensure that the coaches trained will work closely with the federation for the good of athletics well into the future.

In addition to the minimum requirement profile set down by the IAAF for each level of course, federations should carefully consider the ideal characteristics for a coach when choosing participants.

Federations should also consider asking course participants to sign a contract to work for athletics for an agreed time and in an agreed way either on a professional or voluntary basis. As a part of the contract some federations ask their Level I coaches to provide an annual report on their activities. This will help to discourage individuals who attend coaches courses with no intention of ever working in athletics.

## **Organisation**

### **1 Overview**

**F**

A national coaches programme needs effective policy-making and administrative structures. In other words, someone must be responsible for making and implementing decisions regarding recruitment, training, assignments and ongoing support.

A key decision is whether the programme will be run on an honorary basis or on a full time, professional basis. This decision, of course, will depend on size and objectives of the programme and the resources available. Ideally, national coaches programmes are overseen by the Coaching Committee of the national federation and administered by a national Head Coach or Technical Director (see below).

In any case, careful planning and consultation with all parties who may be affected by the programme – including the athletes – at the inception of the programme and at regular intervals as it operates are important. Whichever approach is adopted, it is vital that the function is efficient and that there is accountability. It is also important that those running

the programme have a sound understanding of current coaching practice.

### **2 The Head Coach or Technical Director**

At the very least, federations should aspire to employ at least one highly qualified coach to be responsible for the operation of the national athlete development and coaching programmes. The job description of a national Head Coach or Technical Director could include items such as:

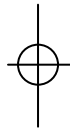
- Train elite athletes.
- Plan the annual training and competition programmes for the national squads in co-operation with national event coaches and/or the personal coaches of elite athletes.
- Plan and organise foreign competitions for national teams.
- Travel with the national teams to international events.
- Advise appropriate sub-committees on training policy and team selection.
- Attend local meetings on a regular basis to assess athletes in competition and meet parents, coaches, etc.
- To co-ordinate coaches education measures.
- Disseminate coaching literature and audio visual aids.
- Conduct an annual coaches workshop.

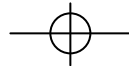
It is important that the Head Coach or Technical Director's job is well defined and that this definition includes supporting, rather than undermining, the work of athlete's personal coaches.

### **3 Coaches associations**

In many countries coaches form an association which is separate from the federation. Such an association allows them to conduct their own activities, support each other and have a collective voice on coaching related matters. Coaches associations normally organise some sort of annual meeting, seminars and workshops.

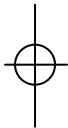
A coaches association can be a valuable element of the sport, bringing in new ideas and providing an additional organisational structure for supporting



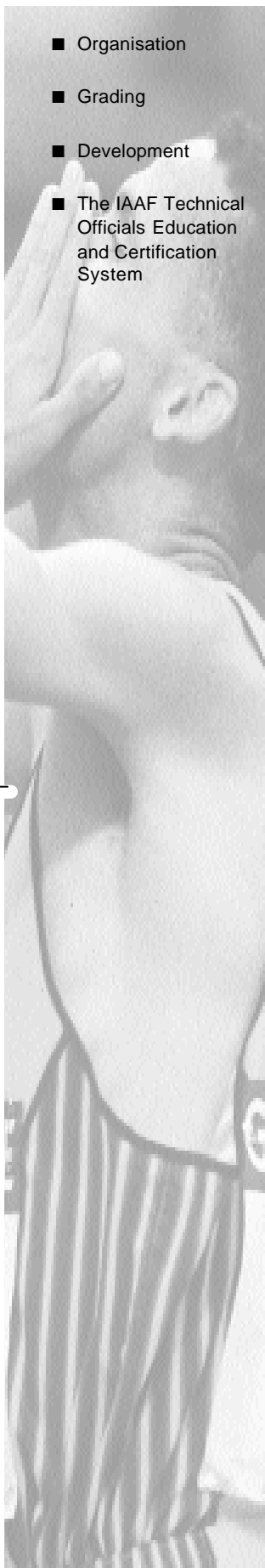


coaches. However, it is very important that federations seek to maintain close working relationships with their coaches associations and avoid situations where criticism and opposing views become open conflict as this can damage the image and development of the sport.

The IAAF has encouraged the development of regional coaches associations by making its RDCs available as administrative centres and as venues for the activities of these bodies. This approach offers the benefits which a coaches association can provide, and possibly more because of its international nature, but reduces the chance of problems on the national level.



For further information and assistance contact your Regional Development Centre or the IAAF Development Department.



- Organisation
- Grading
- Development
- The IAAF Technical Officials Education and Certification System

## PART THREE OFFICIATING

Athletics events do not run themselves. Any country with a competition programme will need technical officials to conduct meetings properly and ensure that athletes have every chance of achieving their best performance in fair competition. As the amount and standard of competition rises more and more highly trained technical officials will be needed. As it is with coaches, the responsibility of the federation is to make sure that technical officials are recruited, developed and given the necessary structure and support to do their essential work. Moreover, the work of technical officials must be well co-ordinated to ensure that competitions on all levels are conducted, as far as possible, with the proper number and level of officials. Therefore, there is a need in every country for a national technical officials programme which integrates these activities under the leadership and control of the federation.

### A Organisation

If anything, the need for effective policy making and administrative structures in a national technical officials programme is even greater than it is in a coaches programme. Coaches normally work on a day to day basis, alone or in small groups and therefore organisational adjustments and individual arrangements are possible. Athletics meetings, however, take place at specific times and a large group of technical officials, each with a specific role, must work together to make it a success. Moreover, for technical officials, the necessary knowledge and qualifications are more objective and the performance of their duties is in the public eye which means control of standards is vital for the image of the sport.

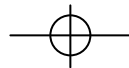
The activities and responsibilities of a technical officials programme normally include:

- Maintaining an up-to-date list of qualified technical officials.
- Operating a system for grading technical officials.
- Operating a system for training and developing technical officials, including syllabus development, exams, organisation of courses.
- Controlling assignments of technical officials to major competitions, including the administration of expenses.
- Assisting clubs, regional associations and other relevant bodies with the development and operation of an appropriate system for assignments of technical officials to grass roots competitions.
- Operating a system for recruiting, recognising and rewarding technical officials for their service to the sport and athletes.

There are two main models for the organisation of a national technical officials programme:

- The programme is run by an independent officiating body with its own Committee of Management elected by the membership. There is close co-operation with the national athletic federation.
- The programme is administered by the federation through an Officials Committee answerable to the council of the federation.

Increasingly, the second model is being adopted by federations since it provides for better co-ordination between officiating and the other activities of the federation. Whichever



approach is adopted, it is important that the administrative function is efficient. There is also a need for accountability -- those running the programme should regularly report back to the relevant committee and/or membership body. Finally, it is important that those running the programme have a sound understanding of current officiating practices and procedures.

## **B** Grading

Ideally, all technical officials at all meetings on all levels, from grass roots to elite, will be of the highest standard and experience. The reality, of course, is that this will never happen and, in fact, at most meetings at least some of the officials will be gaining the experience. A grading structure allows the federation to control this process and assists with assignments to national and international competitions as well as training courses or workshops.

Officiating positions which are normally graded include:

- Track Judges.
- Field Judges.
- Timekeepers.
- Starters/Marksman (Starter's Assistants).

The structure itself should be relatively simple and three grades is probably enough for most federations. It is tempting to make grades relate to the level of assignment which a technical official receives, for example local, regional and national. However, where there is a shortage of qualified officials this could create more problems than it solves. It is best at first to relate the grades only to the official's level of development, as it will probably be necessary to use lower grade officials, supervised by upper grade officials, even at major competitions. Later on, when there are plenty of officials at each level, assignments can be based on the grade.

## **THE IAAF TECHNICAL OFFICIALS GRADING SCHEME**

In an effort to ensure a uniformly high standard of officiating throughout its competition programme and help raise the quality of officiating at all levels of competition, the IAAF has developed a scheme for the grading and deployment of technical officials. It consists of the following three levels:

- **International Technical Official (ITO)** – The highest level which a technical official can achieve in athletics. ITOs have very specific duties assisting the local officials at IAAF events and the Olympic Games. Assignment is controlled by the IAAF Technical Committee.
- **Area Technical Official (ATO)** – The highest level which technical officials can achieve in their Area. Qualification and assignments are controlled by the relevant Area Association.
- **National Technical Official (NTO)** – The highest level which technical officials can achieve within their country. Qualification and assignments are controlled by the relevant national federation which may have any number of levels leading up to the NTO.

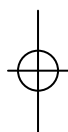
## **C** Development

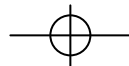
### **1 Recruitment**

As officials will start their development and work at the grass roots level there needs to be good co-ordination between the appropriate local level of organisation (clubs, schools, regional associations) and the national federation. The local level of organisation normally plays a key role in attracting potential technical officials into the programme but they must be properly prepared and supported by the federation. This means that all the information required (grading system, training opportunities, examination procedures, etc.) is supplied in a usable form to those who will be in contact with recruits. The federation should also carefully consider suggestions which the local level of organisation make regarding this task.

Sources of potential technical officials include former athletes, parents of athletes, school teachers, physical education students at colleges and universities.

Methods for communicating to these groups include





bulletin boards at clubs or educational institutions, articles or advertisements in newspapers and sports publications and announcements at athletics events.

### **WHAT MAKES A GOOD TECHNICAL OFFICIAL?**

Ideally, technical officials will possess the following characteristics:

- Common sense and tact.
- Good concentration.
- Quick reactions.
- A decisive manner and diplomacy.
- Knowledge of the rules and of competition requirements.
- Understanding of the needs of athletes.

### **2 Training**

Once recruited, technical officials need training and experience to develop. Technical officials courses operated by the federation are a feature of most athletically developed countries. The federation's responsibility in this area will include the setting of a syllabus and examinations (written and practical) for the various levels of its grading structure and the organisation of courses. Most grading systems also include requirements for practical experience (measured in the number of meetings officiated or seasons worked) which means the federation will be responsible for setting these standards for each level and monitoring work done as well.

To save time and effort, federations which have not previously had a technical officials training programme should contact their Area technical committee or the IAAF Development Department for more detailed descriptions of programmes which are already in place and can serve as models.

### **3 Retention**

Because good technical officials can be hard to find and take a certain amount of time and effort to develop, every effort should be made to ensure that they serve the sport well into the future. To this end, federations should develop a strategy for retaining

technical officials, including ideas for recognition and rewards. See Chapter 8 for a general discussion on working with volunteers. Some specific ideas which are applicable to technical officials include:

- **Thanks** – Make it a tradition to publicly thank the technical officials at all meetings, from grass roots to elite. It is surprising how much this small gesture is appreciated by officials.
- **Spread the assignments** – Make sure that assignments to officiate at major competitions are spread fairly to all qualified technical officials. If people feel that it is the same group working at the important meetings year after year they will lose hope and find other activities where they can have the satisfaction of rising to the top.
- **International opportunities** – Develop an international exchange programme in which a certain number of technical officials work at an important meeting in a neighbouring country and some of their officials work at an important meeting in your country. In addition to being a nice reward which the officials will look forward to, such a programme can be valuable in terms of gaining experience.

## **The IAAF Technical Officials Education and Certification System**

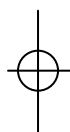
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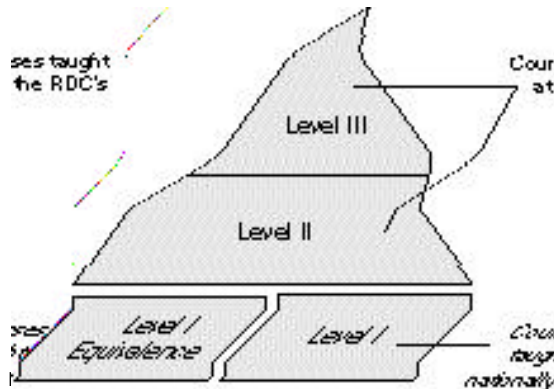
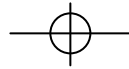
Recognising that the resources and effort involved in developing an education programme may be beyond capabilities on a national level, the IAAF has established a Technical Officials Education and Certification System (TOECS) which is available as a service to Member Federations which would like to make use of it.

The goal of the TOECS is to improve the level of athletics officiating all over the world which means:

- Creating a basic level of officiating skills where nothing or a grass roots only situation exist.
- Improving the level of officiating skills where a system is already in place.

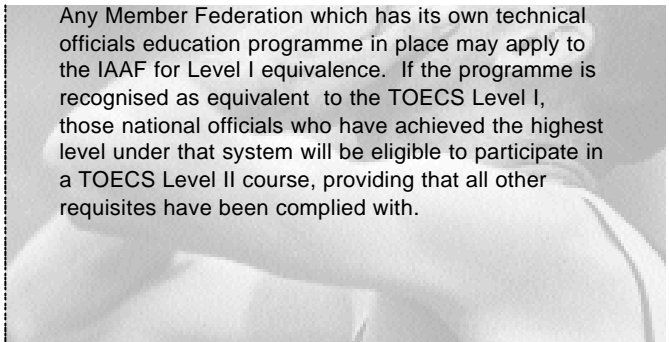
The operation of the TOECS is co-ordinated by the IAAF Development Department and the RDCs. The TOECS features standard learning materials and specifically trained lecturers for the following four levels of courses:





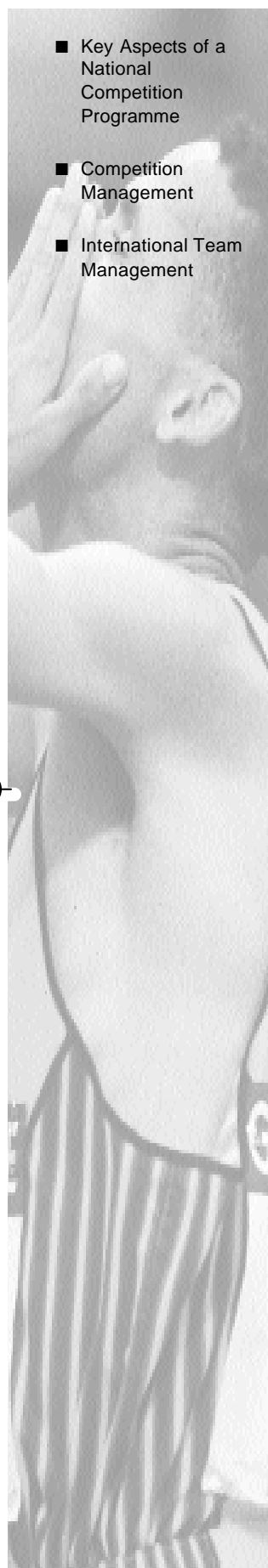
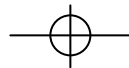
provide participants with the theoretical and practical training required to make them capable of officiating at national level competitions and at international competitions held within the country. The Level I course also identifies candidates for the position of NTO. Level I courses are organised by the Member Federation, however, for approved courses the IAAF will supply the necessary materials. Participants who successfully complete the course receive an IAAF Level I Officiating Certificate. Those participants whose examination marks meet the required standards are eligible to attend a Level II course.

- **Level II** – The objective of the Level II course is to provide participants with the theoretical and practical training required to make them capable of officiating at international competitions up to the Area level. The Level II course also identifies candidates for the position of ATO. Participants who successfully complete the course receive an IAAF Level II Officiating Certificate. Those participants whose examination marks meet the required standards are eligible to attend a Level III course.
- **Level III** – The objective of the Level III course is to provide participants with the theoretical and practical training required to make them capable of officiating at international competitions up to the highest level. Participants who successfully complete the course receive the IAAF Officiating Diploma and are placed on the IAAF ITO Panel making them eligible for appointment to ITO positions.



Any Member Federation which has its own technical officials education programme in place may apply to the IAAF for Level I equivalence. If the programme is recognised as equivalent to the TOECS Level I, those national officials who have achieved the highest level under that system will be eligible to participate in a TOECS Level II course, providing that all other requisites have been complied with.

**TOECS LEVEL I EQUIVALENCE**



- Key Aspects of a National Competition Programme
- Competition Management
- International Team Management

## PART FOUR **COMPETITION OPPORTUNITIES**

Competition is the life blood of athletics. It is essential for the development of athletes and it is the showcase for the sport. Where a national competition programme is weak because of a lack of competitions, competitions which are not well organised or are poorly co-ordinated, athletes and an athletics culture will not develop. Promoting a national competition programme for all levels of the Sport Development Continuum — from Participation to Excellence — is one of the main obligations of a national athletic federation. Normally, this means that federations must work with partner organisations which stage their own competitions, such as schools, clubs, the military etc. to develop a programme which meets the common objectives and, most importantly, the needs of the athletes. In many cases, there is also a need to identify, help develop and support individuals with the organisational and management skills to stage the events which comprise the national programme.

### **A**

## **Key Aspects of a National Competition Programme**

### **1 Tiered structure**

It is important that all athletes have the opportunity to compete on a regular basis. The number and timing of competitions is also critical. While it is not possible to structure a national programme to complement the specific training programme of every athlete, it is necessary to consider the principles of training theory, take the advice of coaches and use common sense when developing a programme.

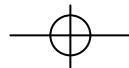
Most successful national competition programmes offer athletes a tiered structure of local, district, provincial, national and international competitions. Such a structure creates a clear and logical ladder of progression which provides motivation and helps athletes to develop.

### **2 Annual planning**

All national competition programmes should be reviewed regularly to ensure that they continue to meet the needs of athletes as well as the development and performance goals of the federation. This can be done in conjunction with compiling the annual calendar of athletic events, an activity which all federations should make one of their key tasks each year.

Ideally, a federation's annual calendar will include all events on all levels of competition planned for the country as well as IAAF, Area and other international events which may be of interest to the athletes of the country. A federation with this information for the coming year is in a position to understand of a number of important points including:

- The number of opportunities for athletes at various levels to compete and develop (important for the annual planning of coaches).



- The overall size of the sport and the level of participant interest (important for dealing with the media and sponsors).
- Conflicts in dates (important if facilities, the availability of star athletes or the numbers of athletes, qualified officials, potential spectators, etc. are limited).
- The timing requirements for team selection trials.

### **PRODUCING A CALENDAR OF EVENTS**

Producing a calendar of athletic events normally involves the following two stages:

#### **1. The Provisional Calendar**

A provisional calendar is compiled from information (date, venue, type of competition) submitted by the various event organising bodies in the country to the General Secretary or Competition Committee and following consideration of the known IAAF and Area dates. This stage should be completed by mid-September each year, in both the northern and southern hemispheres, so that the preliminary calendar and date requests for any major events involving international athletes can be submitted to the IAAF in time for the World Calendar Congress (normally held during the second week of October). If the Area Association holds its own calendar meeting the compilation of the provisional calendar should be adjusted accordingly.

**Note:** relevant dates and other information for a number of years in advance is contained in the IAAF Directory Calendar.

#### **2. The Final Calendar**

After the World Calendar Congress has produced a calendar for the coming year (and reserved dates for coming years) the national calendar can be finalised. It should be printed up and distributed throughout the sport, to all interested parties, including the media. An abbreviated calendar of major events, including all international meetings, should be sent to the IAAF (with the annual report) Area association and the federation's RDC.

### **3 Event sanctions**

As federations are responsible for all athletics in their respective countries, no competition should take place without their knowledge and approval. A system in which any organisation planning to stage an event is required to formally request approval, or *sanction*, to do so from the federation gives federations knowledge, if not control, of all events.

Note that all events which involve athletes from other

countries must be sanctioned by the federation.

Many federations charge a sanction fee to private event organisers, particularly for mass participation road races. In some cases, federations grant a blanket sanction, for example to all schools meetings, rather than deal with a large number of requests.

### **4 National championships**

National championships provide a focus for the athletics year, can act as the trials for selecting international teams and are one of the main opportunities for the federation to showcase and market the sport. Ideally, each federation should stage national championships reflecting the events of the IAAF's competition programme, including juniors and other appropriate age groups.

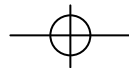
Of course, staging national championships well is a major organisational challenge for which federations should plan and prepare very carefully. There are a number of IAAF measures to assist federations with developing their competition management skills (see below) as well as manuals produced by organisers of various major competitions which may be useful. Information on these and specific advice is available from RDCs.

### **5 Other federation events**

Federations may also wish to stage additional events to strengthen the national competition programme and provide opportunities to showcase and market the sport. One form of event which may be appropriate and should be carefully considered is the international match. Matches can be conducted with teams from neighbouring countries in all disciplines of athletes – track and field, cross country, road racing etc. – for senior athletes as well as for juniors, under 23s or other appropriate age groups. Matches can provide very good competition opportunities for athletes and give the competition management personnel valuable experience.

Slightly more ambitious is the staging of an international invitational meeting. These can be





particularly attractive to television and sponsors. It is not necessary for international meetings to be included on the IAAF Golden League, Grand Prix or Permit meeting circuit to be successful. Most Area associations are developing their own permit systems to which new meetings should aspire. Even here, it may take a number of years of experience and development before an event is ready and federations and organisers should not be discouraged if it is a step by step process.

Eventually federations may wish to organise an Area or even an IAAF championship. These, of course, are major undertakings which require experience and resources but, if done well, can contribute enormously to the development of athletics in a country. The first steps in such a case would be for the leaders of a federation considering such a project to review the regulations, which are available from the secretariat of the relevant body, and discuss the idea with their IAAF Area Representative and/or the Area Association.

### **KNOW THE RULES**

It is important for anyone wishing to organise an athletics meeting, particularly on the national and international level, to know the rules and regulations which govern that competition.

The IAAF Handbook covers international competitions and it is suggested that all organisers review Rule 12 to determine whether the event they are planning is included. For events not covered by Rule 12 organisers should review the national federation's rules.

### **6 International competition opportunities**

It is expected that federations will send competitors to IAAF and Area association organised competitions. These can be very important for the development of athletes and the opportunity to be selected is a great motivational factor. The dates of these events are usually known some time in advance and once the decision (based on the federation's competitive and development objectives) has been made to take part, the rest of the national programme can be planned around it.

## **B Competition Management**

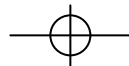
The operation of a national competition programme of athletics events to a level of quality which meets the needs of competitors, spectators, the media, sponsors and others calls for competent, effective and creative competition management. Weaknesses in competition management, even at the grass root level, mean the sport's various customer groups will not be served well and are a potential threat to the image and popularity of the sport.

Competition management is a specialised activity and federation officers do not necessarily need to be experts. However, they should have a basic understanding of what is involved, so that they can work effectively with and support specialists in this field. An outline of the areas of activity and tasks related to the staging of a track and field meeting is given in Appendix 4. This can be adapted for other types of events.

Federation office holders should also ensure that those who do organise events at all levels develop their skills through information, training and experience. In any country there is normally a number of individuals who could organise part or all of an athletics competition with some degree of success (i.e. school sport teachers, experienced technical officials, military personnel). It is suggested that a person with some experience is identified and used regularly to train and supervise others until a pool of competent, experienced competition management personnel has been built up. The person used by the federation can get additional training from the IAAF (see box below) which could help to make up for any deficiencies.

## **C International Team Management**

To make the most of the opportunities offered by overseas competitions abroad, it is important to have



good team management. As with competition management, federation officers do not necessarily need to be experts but they do need a basic understanding of what is involved so that they can work effectively with and support those appointed to be responsible.

The objective of team management is to create an environment in which athletes can fully express their potential and achieve the best possible results. One way of putting it is getting the right athlete to the right place at the right time in the right frame of mind. The idea is to spare competitors unnecessary expenditure of energy in dealing with situations which could break concentration on the task at hand. This includes the following aspects:

- Standards and selection procedure.
- Travel arrangements.
- Detailed planning, organisation and control of movements during the competition.
- Appropriate physical and psychological support.
- Effective communication.

Ideally, a team management committee should be appointed as soon as the decision to take part in a major competition has been made and begin preparations at least one full year in advance of the event. This committee should include the federation's President, Selectors, Media Officer and the team management staff (the Team Manager, coaches, medical personnel, others as required) who will travel to the event. The size of the committee and the number of travelling staff should be based on the number of athletes expected to be included and the resources available. In the case of smaller teams, it may be necessary to travel without medical personnel or even without a coach but, nevertheless, these individuals should be on the team management committee as their contributions will be important.

A detailed outline of the areas of activity and tasks related to preparing and managing a team at a major international track and field championships is given in

Appendix 5. This can be adapted for other types of events.

### **IAAF SUPPORT**

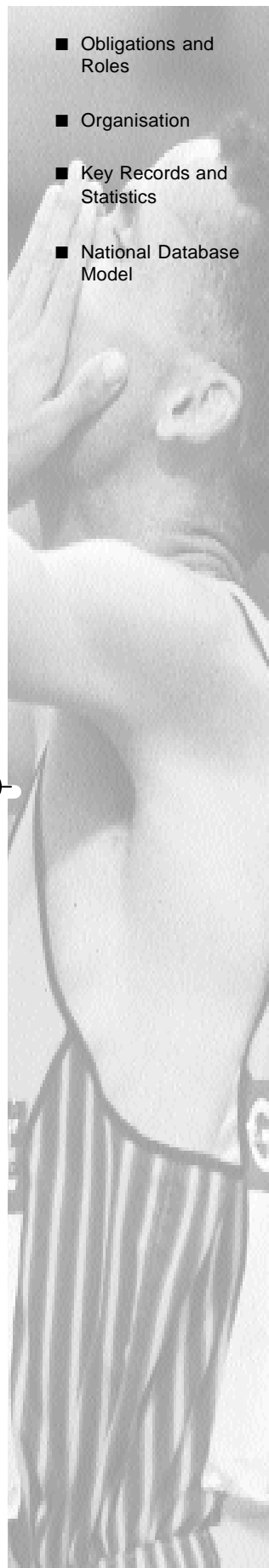
Measures which the IAAF has developed to assist federations with the development of competition management skills include:

- **Competition Management Seminars** – These are conducted at the RDCs and are designed for a country's most experienced competition organisers. Federations should ensure that the appropriate person, i.e. one who will be able to work with the federation on a long term basis, receives the invitation to attend.
- **IAAF Basic Competition Management Manual** – This practical guide can be very valuable for organisers of all levels of competition. Copies may be obtained by contacting the IAAF Development Department.
- **General Guide for the Planning and Organisation of a Major International Athletic Competition** – Essential reading for any federation planning to bid for an IAAF or Area championship, this guide also offers many ideas for the organisation of national level events. Copies may be obtained by contacting the IAAF Competition Department.
- **Competition Management Consultancies** – Federations hosting an Area Championship may request the assistance of an IAAF Competition Management Consultant. Consultancies usually involve help with planning, training of technical officials and guidance for local organisation staff. As the number of qualified consultants is limited, request should be made to the host federation's RDC two years prior to the competition.

For further information and assistance contact your Regional Development Centre or the IAAF Development Department.



- Obligations and Roles
- Organisation
- Key Records and Statistics
- National Database Model



## PART FIVE RECORDS AND STATISTICS

Exact measurement and comparisons of the time, distance or height of performances play a greater role in athletics than in any other sport. This integral precision leads to a special and fascinating place for records and for performance statistics in general. National federations which have access to good quality statistical information are better able to promote the sport and carry out many of their other activities than those which do not. Federations, therefore, need to consider the possible ways in which they could use or better use performance statistics and then develop their ability to collect, organise and disseminate this information.

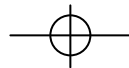
### A Obligations and Roles

As a part of their annual report to the IAAF, all Member Federations are required to submit a list of national records at the close of each year (Rule 4.5). Generally, the list should include both senior men and women as well as all age groups recognised in the Member's country. This obligation means that each federation must have some mechanism for keeping its records lists up to date. The information which can be collected through such a mechanism, if it is accurate and complete, can also be of benefit to a federation in its other roles including:

- **Promotion of the sport and or competitions** – Statistical information can add an extra dimension of interest to media stories attracting spectators or viewers and pleasing sponsors.
- **Technical organisation of competitions** – Statistical information is vital for setting entry standards and the approval of entry applications for national and international competitions.
- **Development of athletes** – Ranking lists and other statistics can help with determining potential, planning training programmes and motivating athletes.

To utilise performance statistics in these and other roles federations must be able to collect information on performances efficiently, verify its accuracy, ratify national records, maintain records lists and access the information quickly when a user requires it.

The IAAF also obliges federations to submit, without delay, all information required for the ratification of a performance which betters an existing World Record (Rule 148.1) or Indoor World Record (Rule 248). Area Associations have similar rules for their members with regard to Area records. The procedure developed for the ratification of World Records places responsibility for the supply of required information on the competition officials and the Member Federation in the country where the performance took place, regardless of the athlete's nationality. Each federation must, therefore be prepared to collect the required information and documentation, complete the application for a World Record (see Appendix 6) and submit it within the 30 day time limit allowed after the event. For further details see IAAF Rule 148.



## **B Organisation**

There is no single model for the organisation required to meet a federation's obligations and needs in the area of records and statistics. Many federations appoint one or more Honorary Statisticians to collect and store information on performances and give the responsibility for official ratification of national records to their Technical or Rules Committee. Other federations have a Records Committee which is responsible for both collecting information and ratifying records. And still others have a statistician working in their Media Department to collect information and a committee which is responsible for record ratification.

In any case, one or more individuals with a keen interest in statistics and a well organised information storage system, preferably a computer are essential for this task. Consideration should also be given to size and organisation of the country as perhaps it would be valuable to have individuals working on provincial or regional level.

An athletics statistician should have a good understanding of the sport and enjoy working with figures and compiling performances. He or she should be a thorough and rigorous worker who is logical, is willing to check and re-check the accuracy of information and has a high level of personal integrity. Normally the work of a statistician includes the following tasks:

- Collecting results from the media and other sources from all competitions within the country and from competitions abroad in which the country's athletes take part.
- Updating and maintaining records lists.
- Preparing statistical reports and publications.
- Supplying information to the federation's Media Officer or directly to the media.
- Researching historical and foreign performances by a country's athletes.
- Communicating and exchanging information with federations and statisticians from other countries.

It is suggested that federation leaders identify

individuals with the interest and basic capability to serve as a statistician and encourage them to develop their ability by taking part in IAAF measures for statisticians and media personnel and by joining the Association of Track and Field Statisticians.

### **THE ASSOCIATION OF TRACK AND FIELD STATISTICIANS (ATFS)**

The ATFS, founded in 1950, is an international organisation which works closely with the IAAF and many of its Member Federations. The ATFS has more than 300 members around the world, many of whom have taken an interest in very specialised aspects of athletics statistics including countries or regions, events and historical information. The ATFS publishes the International Athletics Annual which has been the most authoritative and complete report on athletics performances throughout the world for more than 45 years.

For many federations, a key element of their statistical information programme is the publication of an annual statistical report or yearbook. Work on such a publication enables the dissemination of a large amount of information at one time to a variety of possible users. The release of such a publication is in itself is a newsworthy event which can be used as a tool in the promotion of the federation and the sport and can be valuable for sponsors. In addition to users within the country, copies of such reports should be sent to the IAAF Headquarters, the federation's Area Association and Regional Development Centre.

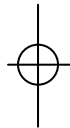
Other federations use top performers lists in a series of media releases during periods of the year when there is little competition activity and, in recent years, some federations have begun to make their records and other statistical information available to users on the Internet.

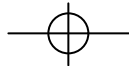
## **C**

### **Key Records and Statistics**

Information which should be collected and maintained by or on behalf a federation includes:

#### **1 Official national records**





**for all events**

There should be official records for men and women in Junior, Senior, Veteran and other age groups as appropriate. For each record the following information should be required:

- Full name of the athlete (all athletes in the case of relays).
- Date of birth.
- The club or team represented.
- The time or mark achieved.
- Timing system: automatic or hand.
- Name, date and venue of the competition.
- Information on wind speed and the altitude of the competition site.

**2 Official national record progression**

Each time a national record is improved the new performance should be added to the list to show the progression in that event and athlete category.

**3 Annual ranking list**

The top performances in each event for all categories of athlete in a year should be collected and listed in order. The same information listed above should be required. The list for each event may be any agreed

length from 10 to 100 or longer as appropriate.

**4 All-time ranking list**

Should be updated from the Annual Ranking List.

**5 Championship results**

The complete results from all major championships held by the federation and other organisations such as schools, universities and armed forces during a year.

**6 Results from other important competitions**

The competitions covered and the amount of information required should be decided according to the capabilities and needs of the individuals and organisations involved.

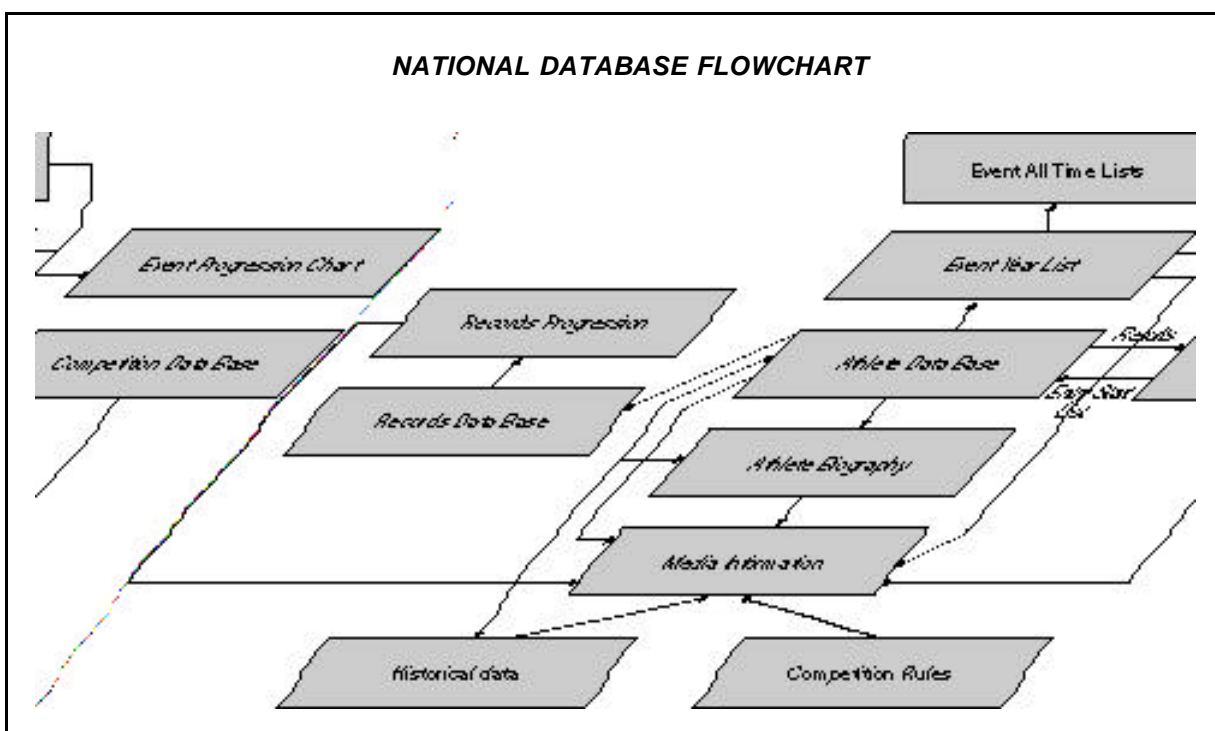
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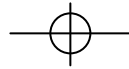
**National Database Model**

For the most efficient access and use of information it is suggested that federations develop their own database.

The diagram below gives an overview of a possible structure of a federation database.

A federation's database could include some or all of





the following elements:

- Basic information on the federation such as its contact address, history, officers, sponsors, etc.
- An active membership list.
- The annual competition calendar.
- National records and other statistics.
- Championship and major competition results.
- Athlete Biographies.

The type of information which might be contained in the Athlete Biography element includes:

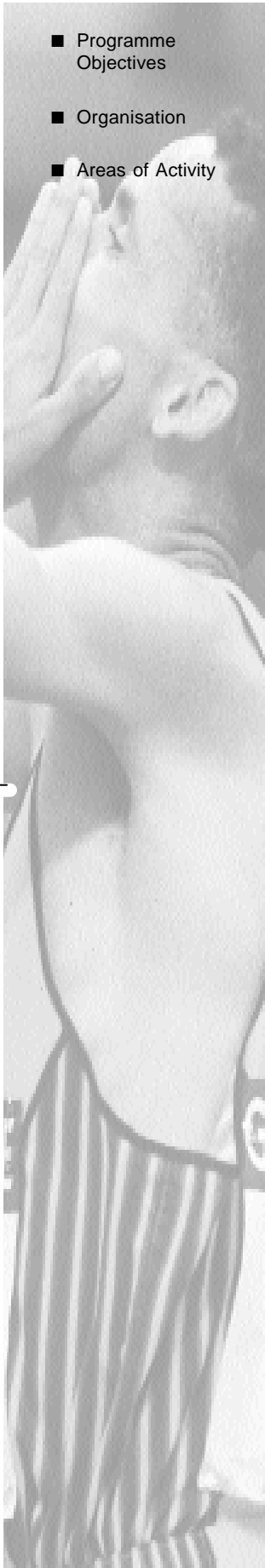
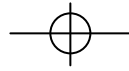
- Name and family name.
- Date of birth.
- Place of birth.
- Height and weight.
- Club.
- Coach.
- Placings in major events.
- Records set.
- Best performances including:
  - mark,
  - wind/altitude information,
  - date,
  - meeting information,
  - venue,
  - placing in the competition,
- Best marks by year.

### **IAAF SUPPORT**

Measures which the IAAF has developed to assist federations with the development of their record and statistic functions include:

- **Press and Statistics Seminars** – These are conducted at the RDCs and are designed for federation Media Officers and Official Statisticians. Federations should ensure that the appropriate person, i.e. one who will be able to work with the federation on a long-term basis receives the invitation to attend.
- **IAAF Statistical Publications** – Intended mainly for the media attending IAAF competitions these books offer a guide to the presentation of records and performance information and may possibly contain details which a federation does not have about its own athletes. All federations automatically are sent a copy of each of these publications and further copies may be obtained by contacting the IAAF General Secretariat.

For further information and assistance contact your Regional Development Centre or the IAAF Competition Department.



- Programme Objectives
- Organisation
- Areas of Activity

**PART SIX SPORTS MEDICINE**

For athletes of all levels it is essential that the body is healthy and in peak working order despite the extra work and stress that is placed on it. Therefore, the involvement of the medical profession during training and at competitions is of vital importance. The role of a national athletics federation is to work with the appropriate doctors, ancillary medical personnel (physiotherapists, dieticians, biomechanists, etc.) and organisations to co-ordinate the best possible sports medicine care for athletes. To fulfill its role, the federation will require effective organisational and administrative structures, as well as competent personnel.

**A Programme Objectives**

The main objectives of a federation's sports medicine programme should include:

- To raise the level and quality of health care provided to athletes at all levels during both competition and training.
- To ensure that the health care system for athletes is capable of delivering care uniformly, effectively and consistently.
- To ensure that the sports medicine team has up-to-date sports medicine knowledge and technical skills.

**B Organisation**

**1 Medical Officer**

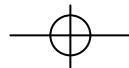
As the very minimum, each federation should have a Medical Officer who is able to devote considerable time to the administration of the sports medicine programme. Responsibilities of the Medical Officer could include:

- To develop and strengthen the administrative, medical and educational functions of the federation's sports medicine programme.
- To advise the federation council, coaching committee, team management committees and other appropriate bodies on sports medicine matters.
- To be responsible for the federation's communications with the IAAF, Area Association and other international bodies on sports medicine matters.
- To establish and enhance relationships with appropriate national governmental, sport and medical agencies in order to co-ordinate the delivery of sports medicine services.
- To maintain liaison with the federation's Doping Control Officer.

Note that the Medical Officer and Doping Control Officer should not be the same individual.

The recommended qualifications for the Medical Officer include:

- Being a medical professional, licensed to practice by the appropriate authority.
- Being a member in good standing of the federation.
- Possessing specific medical knowledge and experience in the sport of athletics, including a basic understanding of the training process.
- Membership of national/international sports medicine organisations.



- Availability to commit time to the federation and the sport medicine programme.
- Personal qualities:
  - Energetic and enthusiastic about the federation, the sport medicine programme and the duties required.
  - Communication skills – has the desire to share and disseminate health information.
  - Organisational and administrative skills – capable of developing and operating an ongoing sports medicine programme.

## 2 Medical Committee

Ideally each federation should also have a Medical or Sports Medicine Committee as a part of its basic organisational structure to oversee and/or support the work of the Medical Officer. The size and membership of this committee varies greatly from country to country, depending on a number of factors including the size of the federation, the number of athletes to be served and the geographic area to be covered. However, in every case the committee should include representatives of all members of the sports medicine team – medical professionals, coaches, sports scientists, administrators – as well as athletes.

## Areas of Activity

**C** A federation's sports medicine programme can encompass a wide variety of activities and responsibilities. Areas of activity which should be considered when planning a programme include:

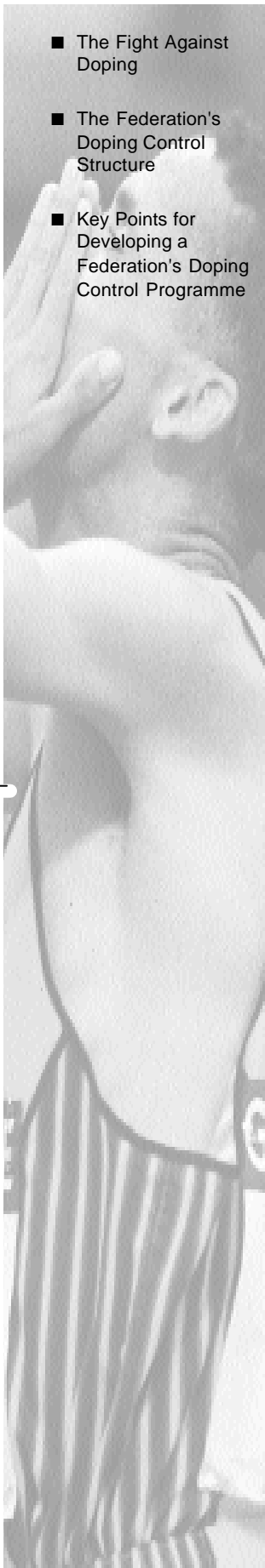
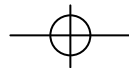
- Appointment of appropriate medical staff (doctors, physiotherapists, etc.) for major meetings, national team competitions and training camps.
- Development and operation of a referral system for sports medicine advice and services available to athletes.
- Regular medical monitoring of selected athletes.
- Provision of specialist support services (physiotherapy, biomechanical analysis, nutritional advice) to selected athletes and their coaches during preparation periods.
- General education of coaches and athletes on sports medicine matters.
- Training and updating of medical professionals on sports medicine knowledge, skills and techniques.

Measures which the IAAF has developed to assist federations with the establishment and operation of their sports medicine programmes include:

- **Sports Medicine Seminars** – These are conducted at the RDCs and are designed for federation Medical Officers. Federations should ensure that the appropriate person, i.e. one who will be able to work with the federation on a long term basis, receives the invitation to attend.
- **IAAF Medical Manual** – This practical guide is essential for the development of a federation sports medicine programme. Copies may be obtained by contacting the IAAF Development Department.
- **IAAF Medical Manual for Athletics Competitions** – Contains detailed guidelines on the provision of medical services for athletes, team officials, technical officials, media and the general public at major international competitions. Copies may be obtained by contacting the IAAF General Secretariat.
- **Other Publications** – For a complete list of IAAF publications see Appendix 6.

For further information and assistance contact your Regional Development Centre or the IAAF Development Department.





- The Fight Against Doping
- The Federation's Doping Control Structure
- Key Points for Developing a Federation's Doping Control Programme

## PART SEVEN **D O P I N G C O N T R O L**

Doping is a social problem throughout the world and is present in almost every sport. To safeguard the health of athletes and the integrity of athletics, the IAAF operates the most aggressive and well funded doping control programme of all international sports organisations. This programme includes the requirement that all IAAF Member Federations have specific anti-doping regulations in their constitutions, operate their own doping control programmes and allow the IAAF to carry out doping control tests on their athletes. Though in some cases the obligations placed on a federation by the IAAF's policy are taken up by other agencies within their country, there are situations where federations must take the lead in developing all or part of a doping control programme. It is, therefore, important for the leaders of every federation to understand what is involved and take the appropriate actions.

### **A** The Fight Against Doping

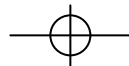
Doping control measures may be difficult, cumbersome and expensive but, given the nature of the problem, there is sufficient justification to continue and intensify the efforts made by the sport of athletics at all levels. The three main reasons are:

- The sport must be kept fair and clean – Athletes who violate doping regulations should be punished. Punishments should be public to send a strong message.
- Health – Many doping substances have serious negative side effects, both immediate and delayed, which threaten the health of young people.
- Successful athletes are role models – Failure to curb doping practices may send the wrong message to young athletes and non-athletes alike.

The basic elements of the fight against doping are information, education, controls and sanctions (penalties). Informative and deterrent actions should be carried out at the same time and be directed at the same goal – the decline and eventual disappearance of doping from athletics.

The main characteristics of an effective anti-doping programme are:

- Freely available, up-to-date information.
- Regular educational measures
- Sufficient in- and out-of-competition tests conducted with error free sampling procedures.
- Well-developed disciplinary proceedings.
- Strong sanctions.



## **B** Organisation

### 1 *Doping Control Officer*

As the very minimum, each federation should have a Doping Control Officer who is able to devote considerable time to the administration of the programme. This person could be a doctor but does not have to be. The responsibilities of a Doping Control Officer normally include:

- To advise the federation council, anti-doping commission and other appropriate bodies on doping related matters.
- To be responsible for the federation's communications with the IAAF, Area Association and other international bodies on doping related matters. This includes informing the IAAF each year on the controls conducted and their results.
- To keep up-to-date contact details for all national squad level athletes, including at their foreign training venues, so they may be contacted at any time for out-of-competition controls.
- To establish and maintain a working relationship with one or more appropriately accredited doping control laboratories.
- To keep up-to-date files on controls and their analytical results. (Note that this must be done in an absolutely confidential manner.
- To train and supervise the work of sampling officers.
- To conduct anti-doping educational measures.
- To be available to answer questions from athletes, coaches, parents, the media and others.
- To maintain liaison with the federation's Medical Officer.

Note: The Doping Control Officer and Medical Officer should not be the same individual.

#### **THE IAAF ELITE ATHLETES CLUB**

As a part of its doping control efforts the IAAF has established the IAAF Elite Athletes Club. Its membership comprises athletes who have been ranked in the top 20 of their event worldwide and have signed a declaration to promote a fair and clean sport.

Members receive a special card which, in addition to making the athlete eligible for IAAF awards and other benefits, contains an official record of all out-of-competition doping control tests which have been conducted on the athlete. This card makes it possible for athletes to demonstrate their moral and practical support for the ideals of athletics.

The recommended qualifications for the Doping Control Officer include:

- Being a member in good standing of the federation.
- Possession of specific knowledge of the legal aspects and disciplinary procedures related to doping control.
- Availability to commit time to the federation and the doping control programme.
- Personal qualities:
  - Energetic and enthusiastic about the federation, the doping control programme and the duties required;
  - Communication skills – has the ability to conduct training and educational measures for a variety of groups and is capable of dealing with the media;
  - Organisational and administrative skills – capable of developing and operating an ongoing doping control programme.

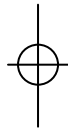
### 2 *Anti-doping Commission*

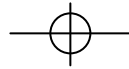
Ideally each federation should also have an Anti-doping Commission as a part of its basic organisational structure to oversee all doping control matters, except juridical decisions which must be dealt with by a disciplinary tribunal (see below). The commission could include lawyers, medical professionals, pharmacologists, coaches, administrators or athletes.

The commission should prepare and oversee an appropriate budget for the doping control programme. This budget should include provision for informational and educational measures as well as for the costs of conducting controls (materials, per diems, travel, analysis, etc.). If there are sufficient funds, the commission could prepare a budget based on the desired number of controls. However, if the budget is limited, which is usually the case, the number of controls will depend on the available funds.

### 3 *Disciplinary Tribunal*

Athletes who are subject to an adverse finding on a control sample have the right to a hearing before a federation disciplinary tribunal. The tribunal may





include lawyers, medical professionals, federation officers, pharmacologists or ex-athletes. It is suggested that a number of individuals be appointed to a tribunal panel at the time of each federation election. If a case comes up during the period, an agreed number of the panellists would be selected to form the tribunal.

## **C** Key Points for Developing a Federation's Doping Control Programme

### **1 Information and educational measures**

Federations should ensure that up-to-date anti-doping information is freely available to athletes, coaches, parents, the media and others. They should conduct anti-doping educational measures for national level athletes and assist other agencies to promote anti-doping messages to younger athletes.

### **2 Regulations**

All federations must formulate rules and procedural guidelines on doping control which follow the relevant national laws and the existing IAAF Rules and Guidelines. Federations should review IAAF Rules 55 to 61 and the IAAF booklet entitled Procedural Guidelines for Doping Control. When the necessary constitutional changes have been made a copy of the new constitution must be sent to the IAAF General Secretary. Federations should also ensure that all relevant information published from time to time by the IAAF is acted on appropriately.

### **3 Sampling officers**

Federations should ensure that there is a sufficient number of well-trained sampling officers to carry out the planned controls. Sampling officers must be taught to carry out the sampling procedure in a kind and friendly manner, following the established rules and guidelines precisely. If all officers carry out the sampling in the same way it will give the programme a good public image and will help to avoid problems later at the disciplinary stage.

### **4 Doping control materials**

Federations should provide sampling officers with the following items:

- Plastic vessels for urine collection.
- Glass bottles.
- Security containers.
- Seals.
- Doping control forms.

The security containers should be safe, the closure mechanism must be secure and the sealing devices tamper-proof.

### **5 Controls**

A well-balanced quantity of in- and out-of-competition tests should be conducted. The goal is to apply the same pressure on athletes all year round. During the training months, out-of-competition tests on national squad level athletes should predominate; while during the competition season, most controls should be in-competition tests.

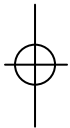
### **6 Custody chain**

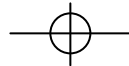
Once a sample has been collected, it is essential that the chain of custody from the Sampling Officer to the laboratory where the sample is analysed is secure and controlled. Normally, part of the custody chain is in the hands of a courier company, which must guarantee the security of samples until they reach the correct destination.

### **7 Disciplinary procedures**

It is of paramount importance that disciplinary procedures are fair and that offenders are punished. No doped athlete should be able to evade sanction. Disciplinary procedures must be based on national laws as well as the IAAF Rules and Guidelines. The legal principles of presumption of innocence and the burden of proof lying with the prosecutor, in this case the federations, must be followed.

The IAAF must be informed of all doping sanctions imposed on any athlete.





In all cases, it is essential that information and correspondence related to disciplinary actions should be handled by as few people as possible and in a strictly confidential manner.

### **IAAF SUPPORT**

Measures which the IAAF has developed to assist Member federations with the establishment and operation of a doping control programme include:

- **IAAF Procedural Guidelines for Doping Control** – This booklet provides details of doping control procedures during competition and out-of-competition testing, the issue of exceptional circumstances, schedules of prohibited substances and techniques, samples of forms to be used and help notes. It is updated regularly and latest version can be obtained from the IAAF Doping General Secretariat.
- **International Sampling Officer Seminars** – ISO seminars are conducted at the RDCs and are designed to prepare participants to conduct controls on behalf of the IAAF. This seminar is ideal for federation Doping Control Officers who, in addition to being trained themselves, would be in a position to train others up to the highest international standards.
- **Other Publications** – For a list of publications available from the IAAF see Appendix 7.

For further information and assistance contact your Regional Development Centre or the IAAF General Secretariat.



## **APPENDICES**

**ONE**  
*EXAMPLE OF  
STANDING ORDERS  
FOR MEETINGS*

**TWO**  
*NOTES ON  
FINANCIAL  
MANAGEMENT  
PROCEDURES*

**THREE**  
*NOTES ON  
ORGANISING  
TRACK & FIELD  
MEETINGS*

**FOUR**  
*NOTES ON  
PREPARATION AND  
MANAGEMENT OF  
TEAMS FOR MAJOR  
INTERNATIONAL  
TRACK & FIELD  
CHAMPIONSHIPS*

**FIVE**  
*SAMPLE WORLD  
RECORD  
APPLICATION FORMS*

**SIX**  
*OTHER USEFUL  
PUBLICATIONS*

