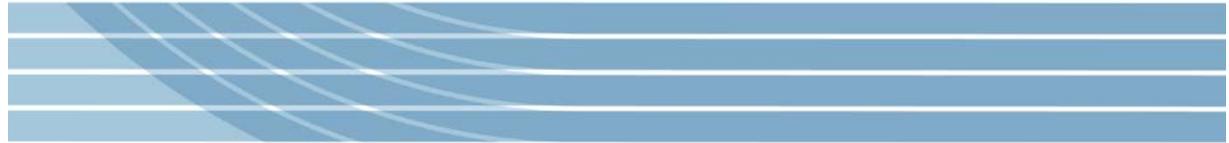




WORLD PROGRAMMES – NOC MANAGEMENT



NATIONAL TRAINING COURSES FOR SPORT ADMINISTRATORS



NATIONAL TRAINING COURSES FOR SPORT ADMINISTRATORS

PROGRAMME GUIDELINES

OBJECTIVE

To offer to National Olympic Committees (NOCs) the possibility of training the sport administrators of their NOC and its constituents by organising courses on a national level.

BENEFICIARIES

The programme is open to all NOCs with trained National Course Directors (NCDs) for Sport Administrators Courses and Programme Directors (PDs) for Advanced Sport Management Courses. NOCs that have never organised these courses and wish to start should communicate their intent to Olympic Solidarity, so they can receive the necessary support in order to train NCDs and/or PDs.

The courses target the volunteers and paid staff of NOCs, National Federations (NFs) and other bodies responsible for the development of sport in the country.

Olympic Solidarity strongly recommends that, in accordance with the IOC policy on the promotion of women in sport, NOCs consistently encourage female participation in courses.

GENERAL DESCRIPTION

Olympic Solidarity provides support to NOCs wishing to organise courses by training course conductors and providing course support materials as well as a financial subsidy. Two levels of courses are available:

- Sport Administrators Courses – introductory courses including elements of the Olympic Movement, sport administration, athlete development and team management.
- Advanced Sport Management Courses – in-depth sport management courses

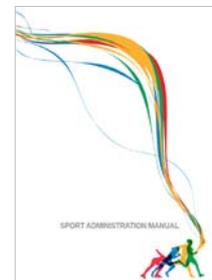
DESCRIPTION: SPORT ADMINISTRATORS COURSES

The Sport Administrators Courses enable NOCs to set up course structures that facilitate quality teaching under the direction of NCDs in order to spread knowledge of sport administration and the Olympic Movement in all the regions of their country.



SPORT ADMINISTRATION MANUAL AND COURSE CONTENT

The *Sport Administration Manual*, published and supplied by Olympic Solidarity, provides the base for Sport Administrators Courses. It covers the main themes linked to the Olympic Movement and to the management of sport organisations. NOCs are free to select topics to be studied during the course. It is recommended that the course programme comprise three core modules:



- history and structure of the Olympic Movement and the Olympic Games
- administration and management of a sport organisation
- selection of topics of special interest to the group of participants

In order to support the NCDs, local experts may be invited to reinforce the teaching on selected subjects.

The *Sport Administration Manual* is available in English, French and Spanish. Copies of the revised manual were sent to each NOC in 2010. NOCs wishing to translate the manual into their language will receive Olympic Solidarity's support to do so and should contact Olympic Solidarity for instructions.

NATIONAL COURSE DIRECTORS (NCDs)

The role of the NCDs is to prepare and deliver the content of the Sport Administrators Courses. The NCDs, in cooperation with the NOC, determine the course content (according to the participants attending the course), prepare the course timetable and select and invite course participants.

NOCs wishing to certify NCDs should contact Olympic Solidarity for further instructions.

COURSE FORMAT

The recommended duration of the course is 20-30 hours. NOCs may choose to organise the entire course over a consecutive period of time or to extend it over a longer period with regularly scheduled sessions.

Courses should guarantee an adult learning environment and include ample time for interactive activities, including questions, discussions of issues presented and group work (case studies, role-plays, etc.). Use of additional materials, such as videos, computer projected presentations and additional didactic material is encouraged to highlight the subject matter being discussed.



MANUALS AND CERTIFICATES

NOCs should provide each course participant with a copy of the *Sport Administration Manual*, which will be provided to NOCs by Olympic Solidarity as per NOCs' needs for the quadrennial.

Certificates should be presented to the participants during the closing ceremony. In principle, only the participants who have attended the full course receive an Olympic Solidarity certificate. Special cases are to be decided at the discretion of the NOC and the NCD(s). Olympic Solidarity provides an electronic version of the certificate and each NOC is responsible for printing the required number of certificates.

COURSE EVALUATION

It is recommended that each course participant complete a course evaluation at the conclusion of the course, as the results of the evaluation will enable the NOC to assess the success of the course and improve upon the weak points.

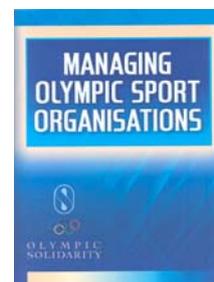
DESCRIPTION: ADVANCED SPORT MANAGEMENT COURSES

Advanced Sport Management Courses (ASMC) are based on the *Managing Olympic Sport Organisations* manual and are to comprise all six modules (chapters). Each course requires a minimum of 15 residential days and at least 20 distance-learning days. A course should be conducted over a maximum of 12 months. The delivery of the courses involves little teaching or lecturing. The primary role of the PD and Course Facilitators is to facilitate the learning experience, rather than to tell participants what the book covers. The courses are intended to create a learning community whose participants share their experiences during and after the course.

The NOCs that have not organised courses are encouraged to first assess the need for sport management training among their administrators. It is recommended to start with Sport Administrators Courses unless comparable training opportunities already exist in the country.

MANAGING OLYMPIC SPORT ORGANISATIONS MANUAL

Managing Olympic Sport Organisations covers six main areas: organisation, strategic management, human resources management, financial management, marketing and event organisation. In addition to the theoretical part, it contains 36 illustrations and case studies depicting how a particular aspect of management is handled in a real-life organisation.



The manual is available in English, French and Spanish. NOCs wishing to translate the manual into their language will receive Olympic Solidarity's support to do so and should contact Olympic Solidarity for instructions.



PROGRAMME DIRECTORS

PDs are responsible for the overall organisation of the course. Some of the PD's responsibilities include:

- main responsibility for the courses
- development of the programme of courses under the patronage of the NOC
- selection and training of Course Facilitators
- course logistics, with the necessary administrative support provided by the NOC
- selection of course participants together with the NOC
- leadership in the development of a learning community
- evaluation of each course and course participants
- provision of a course report to the NOC for submission to Olympic Solidarity after each course

Candidates for PDs will have:

- leadership qualities
- experience in sport
- good knowledge of the principles of sport management (the content of the book)
- sport management teaching or training experience
- an academic degree, e.g. MEMOS, or equivalent professional experience
- respect of the national sport circles
- availability to spend a considerable amount of time (more than 100 hours) preparing and conducting a course
- fluency in English, French or Spanish

Educators who meet all of these criteria are particularly suited for this function.

In order to guarantee the quality of courses, PDs need to be carefully selected by their NOCs and then undergo training organised by Olympic Solidarity.

PROGRAMME DIRECTOR TRAINING

The first step to organising ASMC is to train a PD. Olympic Solidarity selects NOC-nominated PD candidates to attend a training session, which is conducted over four days by international experts (mentors), including experienced PDs. The dates of each training session are subject to demand and vary from one year to another.

Candidates who have successfully followed the entire training session and have been positively evaluated by their mentors are recognised by Olympic Solidarity as PDs. In principle, Olympic Solidarity trains up to two PDs per NOC.



COURSE MATERIALS

Olympic Solidarity provides the following tools to assist PDs in the organisation of courses:

- printed and electronic copies of *Managing Olympic Sport Organisations* for the NOC, PD, Course Facilitators and course participants
- *Programme Directors' Guide for Advanced Sport Management Courses* for PDs and Course Facilitators
- *Learner Guides* for the participants
- adaptable presentation package
- test bank consisting of multiple-choice tests for evaluating participants' awareness of the manual content
- *Managing Olympic Sport Organisations* translation template
- templates for course promotional brochure, course participant application and evaluation forms

COURSE FACILITATORS

PDs are assisted in organising courses by Course Facilitators, who are selected and trained by the PD. Additionally, local experts may be invited to present selected topics or national case studies.

COURSE DIPLOMAS

Successful completion of the course requires 100 per cent course attendance, plus successful completion of one case study for each module (two of them in writing) and a final report on the impact of the learning process on the participant and his or her organisation.

Participants who have successfully met all the course requirements receive nominative diplomas from Olympic Solidarity via their NOC.

EXTERNAL PARTNERS

The *Sport Administration Manual* and *Managing Olympic Sport Organisations* were developed in close cooperation with renowned sport management experts.

The evolution of ASMC is closely monitored by the ASMC Steering Committee, which reviews the programme requirements on a regular basis and makes proposals to the Olympic Solidarity administration responsible for the programme.



APPLICATION PROCEDURE

QUADRENNIAL APPLICATION

NOCs intending to organise courses during the 2013-2016 quadrennial should submit the completed Quadrennial Application to Olympic Solidarity.

The application form should be submitted at least two months prior to the planned start of the first course. Courses organised before receiving Olympic Solidarity's approval will not be considered for OS support.

SPORT ADMINISTRATORS COURSES

At the beginning of each year and prior to the organisation of the courses, NOCs should confirm to Olympic Solidarity the calendar of the Sport Administrators Courses for the current year.

NOCs wishing to certify NCDs responsible for the organisation of Sport Administrators Courses should contact Olympic Solidarity for further instructions.

ADVANCED SPORT MANAGEMENT COURSES

At least two months before the start of each course, the NOC and the PD must communicate the details of the upcoming course (such as module dates and locations, information about the participants) to Olympic Solidarity by means of the Request for ASMC Approval form.

NOCs wishing to train an ASMC PD should nominate a candidate responsible for conducting the advanced courses. The candidate must submit a candidature form accompanied by a copy of his or her curriculum vitae (CV) and a letter of support from the NOC. As part of the application process, candidates must have read *Managing Olympic Sport Organisations* and completed a self-assessed multiple-choice test based on the content of the book.

ANALYSIS AND APPROVAL

Olympic Solidarity will analyse each quadrennial plan and confirm to the NOC the number of courses it will support. The number of courses organised by NOC during the previous quadrennials will be taken into consideration as part of the request analysis and decision-making process (in addition to the budgetary constraints). A number of manuals, as per the NOC's needs for the quadrennial plan, will be sent out upon the approval of the quadrennial application for courses.



FINANCIAL CONDITIONS

The quadrennial budget allocated to the programme of National Training Courses for Sport Administrators is USD 4,250,000.

Olympic Solidarity's contribution towards the organisation of National Training Courses for Sport Administrators is:

- Up to USD 3,000 per Sport Administrators Course (for a course of minimum 20 hours) – paid in full after the course and upon the receipt of the course report and the financial report.
- Up to USD 12,000 per Advanced Sport Management Course – an advance payment of 75 per cent is available one month before the course; balance payment is paid after the course and upon the receipt of the course report and the financial report.

Both amounts include indemnities for course conductors (NCDs, PDs, Course Facilitators, etc.), with the exact amounts determined by the NOC, based on the distribution of time and work dedicated to the organisation of the course and local considerations.

NOCs able to document special circumstances may request additional financial assistance for an occasional course requiring an increased budget.

FOLLOW-UP AND CONTROL

SPORT ADMINISTRATORS COURSES

Upon the completion of each course, NOCs should submit to Olympic Solidarity the following, preferably by email:

- course report
- course timetable
- financial report
- selection of course photos

NOCs may also submit the reports of all the courses organised in one year together, within two months of the year end. Courses for which reports have not been received by the end of February of the following year will not be considered and the corresponding budgets will be reallocated to other courses. NOCs must inform Olympic Solidarity of any changes in the annual distribution of courses.

ADVANCED SPORT MANAGEMENT COURSES

NOCs must submit to Olympic Solidarity the following no later than two months after the completion of each course and preferably by email:

- ASMC course report, along with a recommendation regarding the certification of the participants who have successfully met all the course requirements



- one case study prepared by each of the participants, translated into English, French or Spanish if necessary
- financial report
- selection of best course photos

DEADLINE

- Quadrennial Application for National Training Courses for Sport Administrators – no more than two months prior to the start of the first course
- Confirmation of Sport Administrators Courses timetable – first quarter of every year, prior to the start of the first course
- Request for ASMC Approval - no more than two months prior to the start of the course

ANNEXES

1. National Training Courses for Sport Administrators

Quadrennial Application Form

2. Sports Administrators Courses

Course Report Form

Sport Administration Manual

3. Advanced Sports Management Courses

Programme Director's Candidature

Self-Assessment Test for Programme Director Candidates

Request for Course Approval

Course Report Form

Managing Olympic Sport Organisations