

# **GUIDE to the ORGANISATION of WORLD & CONTINENTAL CHAMPIONSHIPS**



2nd EDITION 1986



GUIDE TO THE ORGANISATION OF WORLD AND  
CONTINENTAL CHAMPIONSHIPS

2nd Edition. April 1986

FAI World and Continental championships are important events.

They are also expensive in money and time for both Organisers, and competitors, many of whom have to travel across the world.

If the championships are successful everyone feels a sense of satisfaction, but if they are run badly no one is happy. The reputation of the FAI, the NAC, and the sport itself inevitably suffers.

The contents of this small book are intended to be a helpful guide to Organisers. They are not a set of instructions merely to be followed; the experience and circumstances of each NAC and each airport is too different. Instead they comment on those aspects of championship organisation which can make for success, and which experience has shown are likely to create problems.

Ann Welch

Contents

Chapter 1. Making a bid to run a championship

2. Setting up the Organisation.
  - The Executive Committee
  - Director, special responsibilities
  - Time scale and organisation structure
  - The Work Force
  - Sponsors
3. The Air Operations Department.
  - Site, airspace
  - Pilot Briefing
  - Officials and Helpers
4. The Administration Department
  - Range of jobs
  - Information Office
  - Public Enclosure
  - Helpers
  - The Secretariat
5. The Publicity and PR Department
  - Local PR
  - VIP invitations, ceremonies
  - Public address commentary
  - Championship Newsletter
6. International Officials and Ceremonies
  - Juries, judges, stewards
7. Table of work of a Championships Organisation
8. Reminder Checklists for Local Regulations and FAI championship Report.

## Chapter 1

### MAKING A BID TO RUN AN FAI CHAMPIONSHIPS

Before putting in a bid to the FAI Technical Committee the following points, as a minimum, need to be resolved by the NAC or delegated National Association.

1. Will any FAI member be refused entry by the authorities to the host country?
2. What airfield or site is to be used; is it the best available and can any controlled airspace or nearby frontier problems be resolved so that they will not frustrate championship flying?
3. Which month of the year gives the best weather prospects?
4. What is the maximum size of the entry which can be accepted?
5. Can enough money be found to properly run the event, and what would be the entry fee?
6. Can enough volunteer helpers be found with suitable experience who are prepared to give up enough spare time?
7. Who is to be the Director; does he have the essential experience, qualities, and time to take on this exacting job?

There should be no illusions as to the work involved in preparing for, and running, a big championship. It is much greater than for a national event because:

- Visiting competitors are more dependant on the organisers for their needs than when in their own country, in addition to any language difficulties.
- The effective period of a world championship is longer than for a nationals, as it includes an often extensive official practice period.

For these reasons the number of officials and helpers is large. A big world championship may easily require 150 staff to cope with all the work.

The bid, even if only provisional, should be put in as far ahead as possible; three years ahead is not too much. No bid should be contemplated if the time between when it can be accepted and the event itself is less than one year; there is simply not enough time to do everything necessary.

The bid should be as informative as possible and include:

- Description of the site and its surroundings.
- Proposed dates with climate and weather information.
- Number of competitors which can be accepted and maximum size of a NAC entry in each Class.
- Amount of entry fee and what is covered by it, and what is extra.

- Information about accommodation, costs, and distance from the site.
- Press, telephone and telex arrangements.
- Camping facilities, including for non-competitors.
- Local tourist brochures, maps, information sheets etc.

Concurrently with making the bid the national FAI delegate on the Committee concerned should start to prepare rules documents in conjunction with the FAI sporting Code and any standing regulations, draft the entry form, and note what is needed to go in any Local Regulations.

## Chapter 2

### SETTING UP THE ORGANISATION

Work should start as soon as the bid is accepted. There is an enormous amount of work to be done which is often allowed to fall on too few people.

The first essential is to prepare the organisational structure - with names attached where possible. The organisational structure must not only be logical, but capable of being expanded without confusion or overlapping of responsibilities. There are various ways of doing this, depending on existing NAC facilities and the extent to which they and full time members of the NAC staff can be used.

In this book it is assumed that little regular help can be supplied from NAC resources, and that a special work force is to be set up to organise and run the championships. If this is the case the organisation needs to be as uncomplicated as possible and to have a very clear chain of command.

### The Championships Executive

To start things moving a committee is usually created within the NAC. This usually becomes too large and sometimes has on it members who will not be involved in the championships. It is usually best if this committee confines itself to finding the best people to run the championships, giving them executive status, and leaving them to get on with the job. Any existing NAC committee may, however, be useful in the event of political or airspace problems etc.

The Executive should be chaired by the Director, who is in overall charge of the event and will have been approved by the FAI Committee. Also necessary on it are:

- The Deputy Director
- Treasurer
- Head of administration department (page 14)
- Head of air operations department (page 11)
- Head of PR/publicity department (page 18)
- The FAI delegate (if not one of the above)
- NAC representative (if not one of the above).

This is enough. Other people can be called to meetings as necessary. The NAC must trust their Director (or fire him), but not interfere with his work. During the championship he has to carry all the responsibility so he should be given it, and the authority from the start.

### The Director and Deputy Director. Special Responsibilities.

The FAI Sporting Code General Section states that the Director 'is in overall operational charge of the event and is responsible for its good management, smooth and safe running. He shall make such operational decisions as he sees fit in accordance with the rules.' In other words he carries the can. He must be properly supported by his Aero Club.

The Director will quickly discover that his job is a full time one.

He should not accept the position unless he is able to do it full time for the year preceding the event. If he has another job he must accept that it will seriously suffer unless he can leave someone else in charge.

He is the leader. He has to inspire, encourage, and persuade his assistants to keep to the scheduled time scale (page 6). If necessary he must be prepared to change a key official who is failing to do his job; this is obviously better done early rather than late.

During the event itself he is responsible for task setting, competitor briefing, and overall supervision of each day's flying. He is the front man and must be seen as such.

The Deputy Director. He must be able to work well with the Director and accept doing so in his shadow. The DD must keep himself ready to take over fully in an emergency, but as Directors usually seem to remain fit it is sensible that the DD should have some special responsibilities.

What these should be are best left to personal arrangements between the Director and DD, and will vary with the type of championships. For example; the Director could supervise glider launching in the morning, and the DD supervise landings back at base in the late afternoon. He will be most useful in taking extra or unexpected work off the Director at busy times.

It is important, however, that the DD should not be given too many jobs to do in advance. There needs to be someone at a fairly high level in the organisation available at very short notice to do some special or unforeseen work.

#### The Treasurer, Special Responsibilities

He should be competent in financial matters as championships monetary arrangements are usually complicated, and are likely to need modification during the course of preparation.

He will have to sort out financial deals with sponsors, make contracts with caterers, reclaim taxes, and deal with petty cash expenditure from large numbers of people.

Near the end of the championships he must be prepared for many demands for expenses, repayments, or money to get home IN CASH.

As soon as he is appointed the treasurer should draft a budget, though this is unlikely to be more than a guess to begin with, even using the calculations prepared by each key official. He should set out an accounting system which is easy for others to understand and which can be easily modified as time goes by.

A major source of income will be the competitor's entry fees. These should all arrive by the closing date, but seldom do. This should be taken into account for cash flow purposes.

The executive must have an efficient secretary.

## Time Scale

Preparation should be divided into stages, each of which is given a date by which the work of that stage must be completed; for example:

Stage 1. Planning. This is the stage in which all important decisions must be taken; such as rules and entry dates, layout of championship site, contracts for hire of important equipment, and caterers finalised, sponsors and key officials found, etc.

If possible Stage 1 should be completed 1 year ahead of the event, or at least 8 months ahead.

Stage 2. Production. This is the period in which all the planning decisions are put into effect.

Key personnel order or make equipment - ranging from hiring aeroplanes to producing name badges and meal tickets. Casual helpers are found and registered, VIPs are invited, local authorities and services contacted, cleaners hired etc. etc.

This is the most important stage, and it should be given a termination date of at least 2 weeks before the first competitor is likely to arrive; a margin for delay and mistake must be allowed for. All the work of this production stage must be completed by the termination date. In too many championships too much of the work of this stage is left unfinished, and leads to confusion in the final stage 3.

Stage 3. Setting Up. This is the period, almost entirely on site, in which equipment arrives, is installed and tested, and casual helpers start to arrive. They have to be briefed otherwise they do not know what to do and merely get in the way. The work in this period should not be underestimated, and during the last few days before the start it invariably goes slower than expected due to frequent interruptions from;

- press who want interviews
- helpers having to be shown where to put up signs etc.
- delivery people putting heavy photocopiers in the wrong offices
- local VIPs coming just to see how it is all getting on.
- unforecast heavy rain

The solution to most problems is a highly visible and permanently manned information office. One intelligent person who is prepared to stay in the office to deal with all visitors and telephone calls will do more to smooth this period than almost anything else.

Obviously, the amount of preparatory work will vary with the type of activity or flying involved. For example, an aeroplane precision flying contest using established airfield facilities will need less site preparation and special equipment than a hang gliding championship which will fly 200 competitors from mountain take off points with landings in valley fields.



## THE WORK FORCE

**General.** A schedule of the total number of helpers likely to be needed and for how long should be made as soon as possible, so that they can be contacted and can arrange time off from their own work. If the championships are to last longer than a week, and particularly if they are to be preceded by an active practice period, it is wise to arrange for replacements for any strenuous or tiring jobs. If a helper, however willing, becomes too tired, he will make mistakes. The greatest risk is with marshalls and measurers out on the air-field all day in hot weather. With planning such helpers need only do half a day out on the field, exchanging with other helpers who have an inside job and would like to get out to the flying.

In recent years there have been some international championships which have suffered from one or more of the following problems:

- Not enough organisers or helpers
- Key officials with insufficient experience or knowledge to do their job
- Wrong people in wrong jobs.

A big championships is a very critical operation because the organisation is only a temporary one, with most helpers working in spare time from their own jobs. If it has not been possible to use a recent Nationals as a deliberate rehearsal, the only opportunity to see if everything will work as intended is during the few days official practice period. In this case these few days should be used to work up every aspect of the organisation.

The organisational structure and job specifications should be set out clearly before anyone starts any real work or spending money. Waste due to unnecessary duplication of work - or it not being done at all - must be strenuously avoided. Each helper should be given his job specification in writing.

Calls for volunteer helpers should be supported by information; dates needed, location, whether or not food and accommodation is provided free, what expenses if any, are paid, and a list of jobs available. Simple forms on which the helper can tick the work for which he feels qualified or would like to do should appear in newsletters or on club notice boards. Every effort should be made to give helpers suitable work and to keep in touch with them; a helper who returns a form and hears nothing for months is probably lost from the organisation.

On arrival helpers should be welcomed at the Information Office, and briefed so that they quickly feel part of the championships. It must be made clear to them that they are expected to stay for the time they have said. Too often helpers in lesser jobs disappear at weekends, or altogether if they feel bored.

Using the available work force to the best advantage requires thought; it is not something that just happens.

**Departments and Officials.** Very broadly the organisational work can be divided into three areas, requiring different time scales and different sorts of people. They are:

Air Operations Department  
Administration Department  
PR/Publicity Department

In addition to the helpers each department will need, it will also have a number of specialist officials; for example, the air operations dept. should have a Safety Officer on site throughout the event. (page 8)

The work of these three departments is summarised below, and dealt with in more detail in later chapters.

#### Air Operations Department (Chapter 3.)

Responsible for airfield layout and equipment, contest flying arrangements, observers, timekeepers, scoring, implementation of championships rules and procedures, Briefing arrangements, meteorological facilities, specialist officials, helpers and equipment, hire of aircraft, technical supervision and possibly aircraft repair facilities.

#### Administration Department (Chapter 4)

General management of the event, finance and accounting, insurance, secretariat for use by all departments, VIP invitations, public address system, catering and accommodation arrangements, laundry, helpers register and address list etc.

#### PR/Publicity Department (Chapter 5)

Advance publicity both national and local, fund raising and sponsorship, communication with politicians, sensitive organisations, local people and authorities, television contracts, opening and closing ceremonies, social programme, championships newsletter, entertainment, musack, final report to FAI etc.

However the work is grouped the head of each key department must be:

- Expert and experienced in this work
- Possess organisational ability and know how to delegate
- Have enough spare time to do the job properly
- Be able to work amicably with others.

#### Specialist Officers.

These may be a single individual or a small group on a rota basis, as arranged between them. They are directly responsible to the Director, but work in conjunction with the relevant department. For example, the Safety Officer works directly with the Air Operations Department.

Officials usually needed include:

Safety Officer  
 Technical Officer  
 Medical Officer  
 Meteorologist  
 Photo technician (if needed for photo control)  
 Social host(ess)

The Safety Officer. Watches over all flying and activities which could result in accident, including positioning of public enclosures, their exits, siting of ambulance and fire extinguishers. He should have power to stop flying in an emergency, but immediately get ratification from the Director.

The Technical Officer. Watches over all aircraft and equipment used by or for competitors, with particular reference to airworthiness, flying outside C of A limitations etc. He should have the power to ground an aircraft in an emergency, but immediately get ratification from the Director.

Medical Officer. Looks after accident injuries, illness on the airfield, supervises general health and sanitation. Responsible for contacting hospitals and rescue services.

Meteorologist. Obtains equipment and forecasts as necessary for the needs of the championship. For a gliding contest, for example, this will require satellite receivers. Briefs the Director and competitors, and if possible or necessary provides daily xerox weather maps and information for each competitor.

Photo Technician. If photographic evidence is used for turn points etc., he collects, processes, and interprets films of competitors, reporting any failures to the Director and supplying the results to the scoring section. Arranges for the supply of films. He must work fast and efficiently as he usually is the last link in the chain before the scores for the day can be produced.

Social Host(ess). Responsible for:

- Liaison with local authorities and landowners to obtain goodwill
- Looking after visiting VIPs, school groups, etc.
- Organising details of opening and closing ceremonies, parties etc.
- Being a friendly presence to all championship helpers.

This job done well takes a big load from the Director and smooths the organisation of the championships. It could well be done by a resident in the championship's locality who has offered to help.

#### Outside Helpers.

The above supposes that all helpers who have to take any decisions come from within the sport itself, and have an understanding of its problems, procedures, and of dealing with competitors and their fellow helpers.

In some championships groups of outsiders are brought in to be an essential part of the work force. These people may range from air cadets acting as messengers to squads of soldiers or others whose disciplines and decision flexibility are quite different. For example, they may stop a pilot from going to his aircraft because he lost his identity label.

If such helpers are needed it is only fair to give them and their leader a comprehensive briefing, a named official who is their direct contact, and means of quickly finding a senior person in the organisation.

#### Sponsors.

Sponsors help to pay for the organisation of the championships which, in turn helps to reduce competition entry fees.

Sponsors plan their budget at least one year ahead, so unless a major sponsor is approached with requests and costings in some detail not less than 18 months ahead there is little chance that any money will be forthcoming.

Writing hundreds of letters to big companies is usually a waste of effort. It is better to approach companies in which the NAC or someone in the organisation has a high level personal contact, because even if these companies cannot help they may be able to suggest other companies or persons who offer a better chance of success.

Sponsors are not merely money boxes - they want a good return on their hand out, and they will expect the organisation to provide it in accordance with any agreement made. What the sponsor wants is maximum publicity for his product from the event:

- Free advertisement page(s) in the official programme
- Advertising banners and hoardings on the site
- Mentions on TV and radio interviews, banners visible in TV shots
- Sponsor's name on championship documents and writing paper
- Sponsor's top people invited to receptions and ceremonies
- Organisation helpers to wear sponsor's T shirts etc.

Sponsors usually provide free banners etc (and often the men to put them up), advertising copy for the programme, stickers, give-aways and prizes, and printed covers for the championship newsletter (a big event may need 10,000).

The Head of the Admin. Dept. needs to ensure that any sponsorship agreement is not forgotten. It is easy during the complex preparation of a big championship to omit, for example, to tell the sponsor the deadline for printing the programme, so it appears without his advertisement.

### Chapter 3

#### AIR OPERATIONS DEPARTMENT.

**Site.** Since flying is the reason the competitors come it should be obvious that the site on which it all happens should be the best that can be obtained. It not only has to be large enough, but also safe for competitors coming from a completely different environment: for example, from flat lands to difficult mountainous terrain. These conditions are usually not difficult to satisfy if an existing airfield is to be used.

Having decided on the site the next objective is to produce a layout plan to make the best use of it. Obviously the efficiency and safety of the air activity has first priority, but almost as important is to establish a working centre or focus point to which competitors and helpers naturally gravitate. This facilitates operational communication.

The information office, briefing room, score boards, refreshment and other kiosks, bank, telephones etc should all be gathered together in this area. It should be made both visible and attractive with tables, chairs, and coloured umbrellas. Too often this 'village centre' is forgotten and competitors and helpers waste time looking for people or driving quite unnecessary distances. There was one championship which had the flying operations offices and pilot bedrooms at one end of the airfield, the cafe 2km away at the other end, and the score boards 1km from either. In another, showers and toilets had been put on the far side of a public road from the sleeping accommodation.

If the site already has administration buildings on it a study should be made as to how they should be allocated to minimise wasted time and energy. Some work, like photo processing, can be distant from the village centre, but the information office must not be. If additional portable buildings or caravans are used they should be arranged to create or improve the village centre. In some countries they should be arranged to provide shade, and in others protection from wind.

In most championships there is a great deal of waiting, and a central meeting place where people can sit and watch the results come in, or have a drink, makes for a more enjoyable event.

Competitors car parks need to be sited conveniently to the aircraft as the cars are often used as storage for parachutes etc. If the car parks are put too far away competitors will simply drive across the airfield.

#### Airspace and Environmental Considerations.

Contact with government and other authorities whose rights and activities might be affected by the championships should have been made before the original bid for the event was made. But during the preparation period and the championships themselves contact must be maintained to ensure that no problems occur. Such contacts should have originally been made at the highest possible level.

#### Competitor Briefing.

The briefing of pilots or parachutists is ineffective if it is only partly understood through poor presentation or inaudible or incomprehensible speech. The audience should be seated with large, well illuminated, wall briefing

boards to look at. Partly prepared chalk boards are simple and good. For example, a map of the country can be painted on the board and the weather map for the day drawn on it in chalk.

There should be 4 boards - the Task, the Weather, the Airfield Layout, and Special Information with standing space for time of next briefing. Where possible competitors should be each given xerox copies of briefing information.

If the task demands map preparation competitors should have tables. In any case they should have seats. Standing people tend to wander about and talk to each other. It must be emphasised that attendance at briefing is compulsory.

Every effort should be made to start briefings on time, and to keep them short and to the point. Briefings which start late or are allowed to disintegrate into discussions help no one - least of all competitors who start with a language problem. If they do not understand what is happening they will probably fail to pick up some important point which the briefing official thought that he had made quite clearly.

A roll call should be made at the first championship briefing to check that all competitors have arrived.

Briefing information should be left displayed throughout the day for reference and for spectator interest.

It is useful for the Director to call team manager meetings during the practice period and the championships to explain procedures or discover problems. Such meetings should not be called at times when team managers need to be with their team competitors.

### Officials and Helpers

The Air Operations Department, more than any other, needs a relatively small work force during the preparation period, and a large, competent, one during the practice period and the event itself.

Although the Director is nominally in charge of all flying operations he will need three able people to be in charge of:

- The airfield, ground services and equipment (the Ground Controller)
- The flying, implementation of the championship tasks (I/C flying)
- Scoring and production of results. (Chief Scorer).

They, in turn, will all need a strong work force, mainly young, active people.

The Ground Controller would be responsible for everything on the surface of the airfield. He and his team would look after:

- parking and/or hangaring of competing aircraft, tow planes etc.
- competitors' workshop hangar or area, public enclosure fencing.
- layout and marking of target landing areas, finish lines etc.
- windsocks, ground to ground radio communication, signal bats, tape etc.
- taxi lanes and routes, liaison with ATC concerning local movements.

I/C Flying would be responsible for carrying out the task for the day as decided by the Director. He will need timekeepers, observers, measurers, and marshalls to assist him, preferably people with considerable experience of

doing these jobs in national or regional competitions. This is an area where it should not be difficult to find skilled people from among active club members, pilots, instructors etc.

Chief Scorer. Responsible for receiving the raw scoring data from time-keepers, judges, photo interpreters, etc. and getting out the day results with the minimum of delay. His helpers must be prepared to work at night.

Scoring will almost certainly be done by computer with a printer. This causes problems when the programme is not quite right, as once the championships have started it is often found too complicated to change it.

It is essential that the programme is tried out, in advance, preferably in a real contest. In one championship the results appeared in competitors' computer code order, and not in their scoring order.

Each score sheet must be headed with the date, the task details, with distance (if any), and include the placing order, competitor's name and country abbreviation, the aircraft he flew or equipment used, his score for the day, and his cumulative score and placing. At the foot of the page penalties should be listed for asterisked competitors.

If all this, and any other special information required is fed into the programme initially there is no problem, and the score sheets provide a good record for competitors to take home, for journalists, and eventually for historians.

## Chapter 4.

### THE ADMINISTRATION DEPARTMENT

The work of the Administration Department and its sub-sections is considerable and continuous from the start of the preparatory period until several weeks or even months after the end of the championships. It covers a wide range of work, and it needs to collaborate closely with the NAC, so that any important common matter, such as insurance, may be agreed between them. In any case, the NAC, and/or the particular national association for the sport concerned, should expect an increase in their own work, if only from press and other enquirers. The Admin. Dept. must work closely with the championship's treasurer at all times.

The primary job of the Admin. Dept. is to create an effective management and secretarial organisation, so that the whole and growing operation can work smoothly and economically. The head of the Department should know at all times who is doing what - or failing to do it; and he needs to watch over the time-scale situation to chase up or report any matters which are dropping behind. For example; the rules and entry forms are best sent out from the Admin. office, which then deals with subsequent queries; but the content of the rules will emanate partly from the Air Operations Department, the NAC and the FAI delegate. All parties need to be given deadlines and kept to them.

The Admin. Dept. should obtain the names and addresses of all organisational helpers, so that they can be circulated with information, reminders, accommodation allocation etc.

The Head of Administration will need to organise a filing system capable of coping with a developing, even changing, organisation.

It is helpful if the heads of key sections produce a specification and costing for each job to be done, (design and printing of meal tickets, manufacture of big score board, etc.) The Admin. Dept. should hold the consolidated list on file, complete with names and addresses of those responsible for the work - so that at least one person can see the complete picture. Unless this is done, and referred to or updated regularly, a serious omission in the organisation may not be discovered until it is too late to rectify it satisfactorily. The consolidated list should be available for reference at Executive committee meetings.

An efficient Admin. Dept. can save considerable sums of money by; for example, co-ordinating printing requirements, instead of each sub-section employing a different printer.

The range of jobs which will land in the Admin. Dept. include:

- Security of premises, competitors and their property.
- Insurance
- Catering and accommodation
- Championships information/competitor registration, and reception office(s)
- Interpreters



- Public enclosure facilities, kiosks, toilets etc.
- Extra sewage disposal, laundry, bank, etc. facilities on site
- A secretariat prepared to move from its town office to the championship site for the duration of the event.

In addition to all this the Administration Department has to keep a close liaison with all the other departments and officials.

### Security and Insurance

These two subjects have become increasingly important in recent years. Although the risk of terrorism at airports events is very small, there is a greater risk of, eg; trespassing gangs of youths on motorbikes racing among parked aircraft or gliders in the late evening, (this has happened), or of people with nothing to do straying on to the field and stealing or damaging camping or contest equipment. Some system of security is now necessary, at least during the evening or night. Its extent will depend on local conditions and existing fences and gates. If there is a secure perimeter to the airfield one or two radio equipped night watchmen will probably be enough. It is a problem which is easily overlooked in the work of preparing for a big championships.

Insurance, and what will have to be covered and for how much, should be examined at the very start of the organisation. It should include such aspects as public and/or passenger liability, and the insurance to be provided by competitors. With the enormous claims that succeed today it would be wise for organisers to seek expert advice.

Arrangements should be made so that competitors who arrive with incorrect or inadequate insurance can have this rectified on site and without delay.

### Accommodation and Food.

Unless competitors are going to book their own hotels and eat there, the Admin. Dept. will have a great deal of work to do. If accommodation and food are being arranged by the organisers then hotels, schools, caravans, restaurants, contract caterers etc. must be found and arrangements made with them. In this respect the local tourist board can often be very helpful.

If accommodation has to be allocated, problems include:

- competitors arriving from abroad earlier than expected
- competitors arriving in the night and moving into any vacant room
- competitors bringing wives, children, pets, unexpectedly
- others - press, camp followers - arriving without warning and moving into any empty room or camping space they can find.

If sleeping accommodation for pilots is provided by the organisers it must be quiet after, say, 2300 hours, so that proper rest is possible.

Meal Tickets. This is the usual way of providing meals for competitors and helpers. The simplest system is to have transferable dated tickets of different colours for breakfast, lunch and supper. Since some tickets will be lost it is better to issue books valid for not more than one week at a time.

Washrooms. Adequate facilities will be needed on site, which should be cleaned three times a day. Public spectators should not have access to competitor's toilets.

Plenty of litter bins are necessary with frequent refuse disposal. Local laundries should be asked to advertise their services, but there should also be clothes washing facilities on site.

Camping. It will save accommodation headaches if there is an allocated camping space for visitors to the championships (not the public). Every effort should be made to get visitors to book space for their tent or caravan, but it is probable that most visitors will just arrive without warning. If there is a camp site it may be helpful for basics, (milk, fruit, coffee) to be on sale. This could be a side line for the caterers, or independant of them.

### The Information Office.

A centrally placed, efficiently run, Information Office is absolutely essential.

Its siting and establishment should have high priority as soon as the site itself begins to become active.

It must be visible, look attractive, and be manned full time - all night if the needs of the contest demand it.

During the setting up of the site it must be able to locate officials quickly, and know the destination of arriving equipment. When competitors start to appear it becomes the Registration office for the checking of competitors' documents and provides them with any supplementary regulations and information, including how to find their accommodation etc. During the event it deals with outlanding and retrieves, all queries including lost and found, provides interpreters, hands out score sheets, newsletters, emergency information, name badges, meal tickets etc.

Equipment. This should include (depending on the needs of the championships):

- Outside telephone (official use only), telex
- internal communication system, such as pocket radio transceivers
- public address microphone, musack tapes
- typewriters, photocopier, supply of general office equipment
- maps, town plans, local tourist information, hotel lists etc.
- message board for use by competitors and visitors
- optional facilities, such as film developing arrangements.

Information Office Staff. Should not only be efficient but maintain a pleasant manner even with over-tired or ill-tempered customers. The person in charge of the Information Office will need a considerable number of helpers on a part-time basis. Duty and free times must be clearly laid down, and be visible in the office.

### The Public Enclosure.

Although the siting of this will involve decisions from the Air Operations Department the facilities to be provided within the enclosure are basically administrative.

If the public is to be encouraged to visit they must be provided with a satisfactory return for their entry money. The enclosure should have:

- A good view of the flying, with, if possible, some seats (straw bales?)
- adequate car parking, toilets, refreshment kiosks
- a secure fence, with emergency gate(s).

If the entrance is straight into a field from the road it should be anticipated that it will become either a dust bowl, or a sea of mud, after a few days of heavy traffic.

There should be some shelter - umbrella or hut - for the money collectors at the entrance. The local police should be informed of any need for traffic control on main roads near the entrance.

The spectators will be attracted by opportunities to buy programmes, souvenirs, and refreshments, or to look around a mini trade fair.

The public commentary should use the public address system based in the Information Office, though the commentator himself should be part of the PR/ Publicity Department.

When the championship ends the amount of clearing up which will fall on the Administration Department should not be underestimated.

### Helpers.

The Administration Department is one which needs more staff during the preparation period than during the event itself. But, at the same time, the job is more likely to change or grow than any other big Department.

The Head of the Department must be someone who has run a successful business, as this vital job is much more than just maintaining a good filing system. It needs a great deal of coordination, a flexible approach, efficient and friendly communication with the many helpers and sub-sections which will be needed, and proper liaison with the NAC and the FAI Committee concerned.

It is best if the Administration Department keeps the master register of all casual helpers, names, addresses and job skills or work already agreed.

It must be impressed on any official recruiting his own helpers that he must register them. Vague and informal private arrangements usually end with work not being done or helpers disappearing without warning. It must also be impressed on casual helpers that they are expected to remain on site for the time they originally agreed.

The Secretariat. It is important that the Administration Department sets up an efficient Secretariat which operates from the beginning until after the finish of clearing up at the end. This is the section of the Dept. which knows where everything is, can find information quickly, and deals with the circulation of information etc. Continuity is essential so at least some of the people involved must be prepared to be present throughout the championship on site.

During the event secretariat staff must be given satisfactory accommodation in which to work. It should also be centrally positioned because:

- It will be doing work for organisational officials from all departments (notices of jury meetings, xeroxing newsletters, typing speeches etc.)
- its staff will be happier if they are not shut away from the action.

The secretariat must have a good supply of equipment (typewriters, copiers, tape recorder, dictionaries, paper and all necessities of office life.)

## Chapter 5

### PUBLICITY AND PR DEPARTMENT

This department is extremely important because good publicity results in better public awareness of the sport, more new club members, and improved chances of future sponsorship and support.

Too often, unfortunately, publicity is aimed to benefit only the host country, without appreciating that it is just as important to every competing country. They need good information about the championships, including provisional entry lists, at intervals during the preparatory period in order to obtain publicity and support for their own teams. If any contract is to be made with the national television company it is essential that this will permit foreign television teams to also work on site to make programmes for their own country. If this is to be refused, entrants must be informed without delay: in the past, television cameramen have gone across the world only to be told on arrival that they may not film.

During the championships the organisers should appreciate that most teams will want to send home daily results and news. This not only means that score sheets should be quickly available, but that there are sufficient pay telephones and telex outlets on site.

A staffed press office is also needed on site. There is usually someone in each team writing up the event for his own national magazine(s) who is continually needing scores and results, information on new equipment, accident details (if any) and local colour. The press office should be quiet and equipped with large scale wall maps of the site and area, local tourist information and manufacturers' handouts; as well as tables, spare typewriters, chairs, paper and waste baskets. If the press office and information office are adjacent one person can man both at times of low activity. These offices should contain named photographs of all key organisers prominently displayed.

### Public Relations in the Local Area

Good public relations help the event to be welcomed in the locality of the site, instead of causing frustration and annoyance. If the event is likely to increase the amount of aircraft noise, traffic and parking problems, extra demands on shops and services, or possible trespass in fields (by inadvertent landings), the earliest possible approach should be made to the appropriate local authorities, the police, amenity societies and local newspapers. Their co-operation, in advance, should be sought to help overcome any problems. A suitable local person with enough time to spare should be allocated this job as it is best done by personal contact.

### Non-flying Entertainment

Competitors come to compete, not to go on scenic tours. But they do need to get off site occasionally for a rest. If enough local householders can be found to each host a national team on an informal basis, this works very well. (Eg; occasional bath or chance to get away from the airfield for a few hours.)

### Opening and Closing Ceremonies

The programme and the timing of these needs to be decided very early on, especially if any popular flying display teams are to appear. It should be appreciated that VIPs have their diaries filled far in advance, so invitations should be issued as soon as possible (ceremony procedure page 24)

### Public Address Commentary

Good commentators are needed to interest the public in what is happening. Competitors do not need or want continuous chatter or loud music, though occasional quiet background music is acceptable. Speaker points should be sited with this in mind, with the competitor area, or public, speakers capable of being cut out as required.

### Championships Newsletter or Magazine

Depending on the type of championships and its size - and the availability of an enterprising and enthusiastic editor, a championships journal published daily or at intervals is popular, and provides an excellent reference document of the event. It should contain results, news, weather and flight accounts as a minimum and some of the funny stories.

It need not be expensive if advertising space is sold. It can be duplicated, xeroxed or printed as suitable to the quantity required and the money available. It saves both to print standard covers in advance with a space for writing on the issue number.

### Posters, Logos, Badges, and Medallions.

There is invariably a great deal of art and layout work to be done in advance of a big championship, and good design is important.

All this work is best done by a single person, group, or specialist studio, and not by each section of the organisation working to its own ideas. The FAI requires that a medallion is given to every participant, including helpers. This is a job best dealt with early on, and not left until the organisation is 'working against the clock'.

The FAI logo should appear on all programmes, posters, and publicity material.

Helpers. It will be seen from the above that this Department, more than any other, is more of a collection of specialists than a single team. Nevertheless, whoever is head of the Department must choose the right people for each area of responsibility, coordinate the work, but at the same time let them get on with their own jobs. Some examples:

- Local public relations are in the care of someone based in the area.
- public address commentary should be by someone experienced in public speaking.
- the Newsletter editor could be a foreign visitor who has run previous championship newsletters.
- The person organising parties and entertainments could be the wife or husband of someone in another championship department, etc.

Each event will have different needs, but a common requirement is for the Director and Department heads to work together to make the best use of the available workforce.

## Chapter 6.

### FAI OFFICIALS, THE NAC, AND CEREMONIES

It has already been said that the FAI Committee concerned and the NAC together have a responsibility for the success of the championships, so the organisation must work with this in mind, such as when arranging, eg, the opening ceremony.

In addition there are certain international officials to be provided for. These are: President and possibly members of the International Jury  
Judges (if required in championships concerned with style)  
International Stewards.

The Jury President is appointed by the FAI Committee concerned, but it is essential that the Director is involved in the selection. Not only must the Jury president be the most experienced person available but he must have the respect of the Director and be able to work well with him.

The Stewards are appointed by the NAC in conjunction with the Director, but it is also important that the Director makes full use of his stewards. There have been one or two occasions in the past when the Director has regarded the Stewards as ornaments. Stewards are extensions of the eyes and ears of the Director as well as being extra and expert hands.

Judges. Judges are needed for championships where style and opinion are required to assess the competitor's performance; such as for aerobatics. The work of judges for the particular discipline will be laid down in the section of the Code concerned, but it must be clear that the judges cannot also be jury. There must be some formal system of appeal against a judge's decision just as there is against a decision of the Director.

The following pages look at the international aspects in more detail.

### INTERNATIONAL JURY

Jury Proceedings are set out formally in the FAI General Section and specialised sections of the Code. The following is intended to help them go smoothly.

The FAI General Section of the Sporting Code provides for two types of Jury.

- A president of the Jury appointed by the Committee concerned with an eligible jury member from each participating country.
- OR
- A president appointed by the Committee concerned with (usually) two eligible Jury members appointed by the Committee concerned, or the organisers and approved by the Committee.

Whichever system is used it will only work satisfactorily if the president is sufficiently competent and experienced to carry the responsibility.

All Jury members must realise that they work as international persons and must avoid imposing any national viewpoint on the deliberations.

The purpose of the Jury is to consider protests and to come to a correct and fair decision IN STRICT ACCORDANCE WITH THE WRITTEN RULES FOR THE EVENT.

The Jury, including its president, may not modify the rules or permit or accept any changes to the rules by the Director or any member of his organisation.

This includes operating strictly within the time limits prescribed in the rules for protests and jury meetings.

In the event that a rule is not clear and requires interpretation this matter shall be considered by the Stewards, who shall study the rules for the event, the Code for the sport, and the General Section of the Sporting Code, which carries precedence. The Stewards shall report their findings to the Director, and if the Jury is in session, also to its president.

The results of the Jury's deliberations, including any voting, must be given to the Director in writing as soon as possible after the close of the Jury meeting, signed by the president of the Jury.

Jury members should be able to converse with the Director and Stewards in the English language. If not, the member must supply himself with a qualified interpreter.

If the International Jury is composed of members from each participating country the president must do his best to insist that every country is represented at the meeting, unless there is a genuine reason, such as illness, or the Jury member is, for example, the pilot's only assistant and is repairing or retrieving the competing aircraft. The PA system should be used to announce the time and place of any Jury meeting, and repeat the information at intervals.

The president, should, at least at the first meeting of the Jury, read out the relevant sections of the General Section to make it clear that during a Jury meeting the members are international persons, and do not in any way represent a country.

The president must run the meeting with formality and NOT ALLOW IT TO DEGENERATE INTO A DISCUSSION GROUP. He can do this by:

- reading the protest and stating that it was made correctly, in time, and that the protest fee has been paid.
- asking the Protester to state his case, then allowing Jury members to question the protester so that they are clear as to the facts.
- asking the Director to state his case, then allowing Jury members to question the Director so that they are clear as to the facts.
- Asking the Jury if they have any final questions to ask the Protester or Director and/or if they are ready to vote. If ready, the Jury president should make it clear as to the system for marking papers. For example: 'If you wish to uphold the Director's decision mark the paper X, and if you wish to vote that the protest should succeed, mark the paper O.' It is essential that this should be spelled out as it is easy for Jury members to vote mistakenly, especially if they do not have a very good command of the working language.

- Voting papers should carry an official stamp or identifying mark, the results of the voting should be counted in view of all jury members, and at the end the president should publicly mark all voting papers to cancel them from further use.

The advantage of the (representative) jury system is that it is open, participants feel fully involved; know what is going on, and can give explanations to their competitors. However, there may be some risk of 'political' voting. This is minimised if the president is firm and clear as to the objectives of the meeting, and complies strictly with the rules.

If the 3 Person Jury System is used, the president of the Jury MUST ensure that his colleagues are fully conversant with the rules, and also understand what is involved in the protest itself.

Any rules for timing and holding of the Jury meeting must be strictly observed, and competitors should know when the Jury is in session. It is important to avoid suspicion of 'secret' meetings.

The Jury decision must be arrived at in compliance with the written rules for the event, and witnesses must be called on a formal basis.

The Jury must publish their decision without delay, and support it with sufficient facts and reasons to enable competitors to see that the Jury work has been done with great care and fairness.

The advantage of this system is that it is simple to manage and (if selection of the Jury has been right) to obtain fair results. It is, however, easy for competitors to get the idea that the Jury are unfair, wrong or biased because of the secrecy and lack of communication. The president can avoid this by ensuring that Jury decisions are not only fair, but are 'seen to be fair'.

Stewards of the Championships. The General Section of the Sporting Code provides for at least three Stewards of different nationalities. Some technical Committees also require that no Steward shall be of the host country.

The Sporting Code General Section further says:

- Stewards are advisers to the Director and shall:  
watch over the conduct of the event and report any unfairness or infringement of the regulations, or behaviour prejudicial to the safety of other competitors or the public or in any way prejudicial to the sport.
- assemble information and facts concerning matters to be considered by the international jury, and
- advise on penalties, and interpretation of the rules and regulations.

So how should the Stewards set about this work?

The supervisory role. It is not enough for the Stewards only to spend their time wandering about just observing what is going on - though they should certainly do this.

Before the start of the event the Stewards and the Director should meet to decide what is going to be in most need of supervision. For example, if a new timing system will be used, or where a key helper has had to be substituted at



the last minute because of illness etc.

The Stewards should agree between themselves where each will concentrate his supervision. For example, one Steward may be happy spending long hours out at a hot take off point, while another is specially skilled in scoring methods or photo interpretation.

The Stewards should meet with each other regularly and informally, should keep each other informed of any problems, real or possible, and also, of course, keep the Director informed.

Communication. Stewards will soon discover that competitors often prefer to first discuss a problem informally with them, or one of them, before making a formal complaint or protest to the Director. Stewards should be prepared to listen to competitors because:

- the matter may turn out to be trivial, or the solution is already in the rules but it is not clear to the competitor
- they can save time by advising the competitor of the best route to a solution of his problem, or how to state his case
- they are in a position to prevent the spread of untrue rumours.

These things may seem unimportant, but if the stewards do not act as a filter the Director will be subjected to a constant interruption on matters, most of which are unimportant.

However, the Stewards must be most careful not to allow themselves to become a sort of substitute Director. They must not give decisions on any matter which is the responsibility of the Director. They are there to advise and to help.

Assembling of facts for the International Jury. When a protest is made there may be much more work to be done than expected. A protest may only be made by a competitor and is most often against a decision of the Director. To ensure that the Jury will have the best chance of reaching a fair and correct solution the facts leading up to the protest have to be collected and set out fully and accurately. The preparation of this information is the job of the Stewards. They will need to:

- study the rules to decide exactly what the words say and mean - and whether or not the protest has been made within the rules and time limit.
- call witnesses, and others with necessary technical information, and take statements from them - and inform them if it is likely that they may be called to give evidence. This may be a time consuming process if the incident leading to the protest took place far from the contest site. The Stewards are not concerned with the rightness or otherwise of the protest. They are to assemble facts, and provide any needed interpretation of the rules as written.

Good, experienced Stewards can make a great contribution to the smooth running of a championships, in particular those of young or new disciplines.

### The Opening and Closing Ceremonies

These two ceremonies are the public face of a championship. They are seen by VIPs, local authorities, the press, and the public who will receive from them an impression of the sport - good or bad.

At some championships the ceremonies have been excellent; others have bordered on chaos. The requirements are that:

- The VIPs who will participate in the ceremony will be looked after, and do not arrive to find out for themselves what is happening
- The competitors know what they have to do, and when, and what to wear
- The public are positioned so that they can see what is happening
- The press have the chance to get photographs without preventing everyone else from seeing anything
- The speeches are short, and audible over the public address system
- It is clear who is, and who is not, invited to any reception afterwards. At one event the competitors did not know they were invited and the refreshments were all consumed by the public who gatecrashed an empty marquee!

To repeat, the object of these ceremonies is not only to present the competitors and their countries and at the end to reward the winners, but to have a friendly and enjoyable occasion for all present. The ceremony needs to be reasonably short so that people do not have to stand about long enough to get heatstroke - or be frozen with cold. At some ceremonies children of team members also participate in the parade, marching with their team. This has some public and publicity appeal, but whether it is to be allowed or not must be made clear at the first ceremony briefing.

The Formalities. The VIP who opens, or closes, a championships should be a top national figure (royalty, President of the country, well known politician), or a very influential figure from the locality, or the FAI President or his representative. The NAC must decide who will most benefit the sport in the circumstances. This is not a reflection on other VIPs present. However, the organising NAC should arrange things so that other VIPs can participate actively. For example, if royalty is declaring the championships open, the FAI president can ceremonially hoist the FAI flag.

Whoever is to be invited to the opening or closing ceremonies must be contacted at the earliest possible date. VIPs have full calendars and are averse to being asked at the last minute.

It is easier to share the ceremonial duties at the prizegiving, particularly if there is more than one Class in the championships. One VIP could present all the gold medals, or all the medals to one of the Classes, another could present diplomas or prizes. What is arranged will be different for each event, but it is necessary that sufficient thought is given to the arrangements in advance, so that everyone knows exactly what part they are to play.

Flags and Anthems. The sporting code says that the flags of the countries placed first, second and third shall be flown, and the anthem of the country of the champion played. But there is more to it than this.

Firstly, each entering country should be asked to bring its own flag and tape of its anthem. An indication of the size of the flags should be given and whether they are flags flown horizontally or hung vertically.

It is usual to have all these flags flying at the start of the opening ceremony with each team marching to stand under its own flag. This is helpful to the spectators and adds interest.

At the centre of the line/semi circle of flags should be an empty pole for the FAI flag. At the moment of formal opening of the championships this flag is hoisted. The organisers are, of course, at liberty to fly the flag of the province or state where the event is held as well as the flag of their own NAC, but these should not take precedence over the FAI flag.

At the closing ceremony all the flags should still fly, but in addition there should be three empty flag poles behind the podiums for each Class. The flags for these are often provided by the organisers.

As the winners step on to the podium their national flag is hoisted. The medals etc. are then presented. Then the anthem of the champion is played. Following the anthem of the champion other prizes can be given to the winners and the competitors placed 4th to 10th come up to the side of the podium to be presented with their diplomas.

When the championships are formally closed the FAI flag is lowered. The national flags should be left flying until the VIPs and teams leave the vicinity. They may then be lowered and returned to their owners.

In recent years it has become a practice in some championships to ceremonially hand over the FAI flag to the representative of the next championships in the series. It is usually handed to the team manager of the next host country by the Director as his last formal act.

Whether this is done or not, the FAI flag must be either returned to FAI for safe keeping or proper arrangements made to avoid its loss. FAI flags are expensive and fair game for souvenir hunters.

The organisers would be wise to make provision for the ceremonies to be held under cover in the event of bad weather. A hangar is usual, with the flags hung round the walls. The biggest problem is usually to find a way of overcoming the dreadful acoustics in such buildings.

### CONCLUSIONS

This little book only touches on the organisation of a big international championship. Most NACs will have plenty of experience of the operational and flying needs from their nationals, regionals, etc., but an important international event is much more complex. There is no substitute for a proper study of the whole organisational problem, and whether there will be enough competent and experienced people to run it, before becoming committed.

Ann Welch

# CHAMPIONSHIPS ORGANISATION AND WORK

FAI, NAC, President International Jury

DIRECTOR -----International Stewards

Deputy Director

Availability of Rules and Regulations, Sponsorship initiative  
Correspondence with Jury President and Stewards  
Supervision of work of Department Heads  
Maintenance of preparation work schedule  
Decision on VIPs etc to be invited  
Approval of design and logos and prizes etc  
Replacement of key personnel, through illness

## EXECUTIVE

Head of Flying  
Operations Dept.

Site/airfield operational layout  
Airspace arrangements  
Radio frequencies for competitors  
Radios for helpers  
Manufacture of equipment  
(Briefing boards, signal bats)  
Photo processing and interpretation  
Electronic measuring equipment  
Pilot briefing arrangements  
Safety and Airworthiness officers  
ALL FLYING AND SCORING ARRANGEMENTS & EXPERT STAFF

Head of PR  
Publicity Dept.

Local PR and publicity  
Contact with local  
Tourist Board  
Correspondence with  
and care of VIPs  
Design of logos and  
posters etc  
TV & radio coverage  
Ceremony arrangements  
Press Office  
Public commentary  
Championships newsletter  
Parties and Entertainments  
Final report to FAI

Head of  
Admin. Dept.

Championship Entry  
Correspondence  
Secretariat  
Helper's Register  
Security. Insurance  
Accommodation, camping  
Domestic services,  
sanitation  
Additional Power Supply  
Dr & Medical arrangements  
Telephone, telex, PA system  
Photocopiers, office equip.  
Printing (tickets, programmes)  
Public enclosure facilities  
Bank, kiosks etc on site  
'village centre' layout  
Flags, flag poles, furniture  
area/shed for DIY workshop

FAI  
Delegate

NAC  
Representative

Treasurer

Accounts  
Contracts  
(Insurance)  
Entry fees  
Costing  
Liaison with  
all Departments

Obviously close liaison must exist between all Depts. to avoid wasted work or expenditure. Eg the section making Briefing Boards can make notice boards for another Dept. to save them setting up a further construction group. The admin. dept. must make the secretariat available for all official correspondence and document circulation from each Department. Each work item must be the responsibility of a named dept.

## Chapter 8.

### CHECK LISTS

#### 1. CHAMPIONSHIPS LOCAL REGULATIONS

The following example notes are intended to assist organisers who have to produce Local Regulations.

The final document should be complete, set out in logical order and preferably A4 or A5 size with a separate page for each section. A map of the district and a plan of the flying site(s), turn points, and landing fields etc. should be included. These may be xerox copies.

Information to be included in the Entry Form is listed in the Sporting Code General Section 3.8.1.

#### Title Page.

- Name of Championships
- Place of Championships
- Date of Championships (day, date)
- Dates of any preceding official training period at the site
- Organised by .....  
under the authority of FAI and in accordance with the  
FAI Sporting Code.
- Official address for championships correspondence  
.....
- Telephone and telex numbers .....

#### Officials

Director  
Deputy Director  
Chief Starter  
Chief Measurers                      or as required  
Chief Landing Marshall  
Chief Scorer  
Chief Judge  
Secretary of Administration  
Treasurer  
Safety Officer  
Meteorologist (if any)  
Stewards (names and nationality)

President of the International Jury  
 President of Organising Committee/National Association

### OFFICIAL PROGRAMME

Date and Time      Registration of Competitors at                      (place)

Date and Time      Opening Ceremony.  
                          (brief description. eg. teams in uniform march past or  
                          what is to happen).

Date to Date        Championships Flying

Date and Time      Prizegiving and Closing Ceremony  
                          (brief description plus details of any flying display)

Statement about when and how further information and/or briefing will be given to competitors for opening and closing ceremonies.

### 2. LOCAL REGULATIONS REMINDER LIST

The following Local Regulations should be used with Section      of the Sporting Code.

#### A. GENERAL

The Championship Classes are:  
                          (list)

#### Entry and Eligibility.

Entry, which is open to all FAI Active and Associate Members must be made by the National Aero Club or delegated National Association on the official entry form and be accompanied by the entry fee of ..... for the Team Manager and .....for each pilot/parachutist.

Entries received after ..... may be refused.

The entry fee covers:

(eg. all competition flying including transport between..... and accommodation food, or x food vouchers etc.)

#### Team Members.

Each national team shall be led by a manager, who preferably should not be a competitor.

A NAC may enter:

A total of ..... competitors

A maximum of ..... competitors in .....class (as appropriate)

A competitor must hold the following qualifications:

(eg. national licence, x hours, y certificate etc.)

#### Aircraft, Equipment, Parachutes.

Each aircraft must possess a certificate of airworthiness or equivalent of the country of origin or of entry.

Reserve equipment may/may not be brought.

(state conditions under which it may be used)

Radio (state requirements frequencies and any limitations)

Prohibited equipment (list)

Contest numbers for competitors and/or aircraft or parachutes will be provided by the Organisers (Code General Section 3.11)

#### Insurance.

Each competitor must be insured against 3rd party/public liability claims for at least ..... for any one accident (eg. 1 million dollars)

#### Registration on Arrival.

The Team Manager and each Pilot must register at ..... (place) by ..... hrs on ..... (date) with the following documents which must be valid.

Passport or residence document (Code Gen.Sec. 3.14)

Competitor licence and qualifications.

FAI Sporting Licence (competitors only)

Insurance certificate in the English Language or .....(that of the Organiser)

Certificate of airworthiness or equivalent if required for equipment or aircraft.

Name of Member of International Jury (if appropriate) He must not be a competing pilot.

After the closing of the registration office at .....(time) no change of competitor or aircraft may be made.

Equipment or aircraft which is damaged may be replaced, by an identical model, only with the Director's permission. This will not be given if the damage has occurred through contravention of the regulations by its pilot (if appropriate)

#### Briefing.

The time and place of Briefing meetings will be posted on the championships notice board at .....(location)

Normally daily task briefing will be held at ..... hrs each morning  
at .....

Safety. (the following list is for example only)

A suitable crash helmet shall be worn on every flight

Each pilot must/is advised to carry a parachute

Each aircraft shall be given a preflight check by its pilot before each take off and shall not be flown unless it is in a serviceable condition.

It is prohibited to fly over/near .....  
(eg power wires, ski lifts, other local features or zones).

Pilots are required to know and observe the international rules of the air

After 6 consecutive flying days the Organisers may/will declare a rest day unless it is the last day of the championships.

The Organisers reserve the right to stop any pilot or aircraft from flying should they consider the situation to be unsafe.

A doctor will be on site/on call at all times during contest flying.

Special Equipment.

Each pilot shall equip himself with:  
(list)

A barograph should be carried by any pilot wishing to claim a world or national record. The Organisers will supply supporting documentary evidence of a record attempt if requested without delay, (if appropriate to type of championships)

Films, maps will/will not be provided by the Organisers.

Starting Arrangements.

Starting Order (Describe system, including if helper(s) permitted and what happens if a pilot refuses to take off at his time.

Punctuality (State permitted delay time and penalties for pilots not ready at the start)

Delayed or Interrupted Start (Describe circumstances, such as weather and procedure to be used)

Signals and Flags (Describe in detail)

False Starts (eg. a failed take off will normally be taken to be the fault of the pilot who will not be permitted a restart. The Start Official will allow a restart without delay if the failure was not the fault of the pilot)



Transport to the Start Point (If appropriate describe method and any ticket or pass arrangements)

#### Landing Arrangements.

Approach and Landing Procedure (Describe target areas, finish lines, need to clear landing area quickly, and where to park)

#### Test and Other Flying

No aircraft may be flown from or in any part of the task area without the permission of the Chief Official at the Start. Pilots who are crews of official teams who wish to fly after contest flying has finished must have the consent of their team manager and satisfy the Organisers as to their competence (if appropriate).

#### Title of Champion

(Code Gen.Sec. 3.1.10)

The title of the Champion will not be awarded unless a minimum of .....(eg 4) tasks has been flown and scored in the Class

#### Prizes

(list)

There will/will not be a prize for the highest scoring national team

### B. CONTEST FLYING

(Describe form flying will take in detail)

#### Task Details and Requirements

(Describe the tasks which are to be used, with diagrams)

### C. SCORING

#### General

Each Class will be scored as a separate championships

Points will be awarded to each competitor for each task flown according to the system set out below

At the end of the championships the competitor in each Class who has amassed the greatest number of points will be declared the winner

#### Scoring System

(Set out how tasks will be scored together with any calculations to be used)

REPORT TO FAI

The results of World and Continental Championships are required to be reported to FAI as soon as possible after the event finishes. This report is not only for FAI records but can be used by FAI to give publicity to the event and to the organising NAC. It should, therefore, be suitable for these purposes, in accordance with the following Guidelines.

1. Name of Championships
2. Place and dates
3. Name of organising NAC  
Address       "       "
4. Names of Director and key officials
5. Name of President of International Jury  
      "    " Members of appointed Jury
6. List of Participants, Countries and Classes
7. Copies of daily results, including tasks set
8. Final Results, with remarks (if any)
9. Brief description of the Champion(s)
10. Photos of Opening Ceremony  
      View of general scene during competition  
      Action shot of one or two competitors  
      Closing ceremonies

The number of photos is not restricted. All should have, on the back, a caption and the name of the photographer for acknowledgement purposes. Photographs should preferably be black and white, colour transparencies, and colour prints in that order.



**La Fédération Aéronautique Internationale est la seule autorité qualifiée pour établir et faire appliquer les règlements destinés à encourager et à régler les manifestations sportives et les records aéronautiques et astronautiques.**



**The Fédération Aéronautique Internationale is the sole international sporting authority to make and enforce rules to encourage and control sporting events and records, in the fields of both aeronautics and astronautics.**

Published by the Fédération Aéronautique Internationale  
6 rue Galilée 75782 Paris 16, France.

Printed by Arrow Press, 6 Birchett Road, Aldershot, Hants, England.