

2005 EHF Referees' & Delegates' Convention

April 15 – 17 in Vienna / AUT

EHF EVENT MANAGEMENT TOOLKIT



team SPORT
BUILDING
PERFORMANCE

INTRODUCTION

Dear EHF delegate,

Welcome to the *“Event Management Toolkit”* of the European Handball Federation!

Looking back on the previous years, you are probably used to receiving a delegates’ guide and therefore you might ask:
“What is a toolkit, anyway?”

A toolkit is the collection of requirements applicable for a certain target aimed at facilitating the handling of a certain job.

This particular toolkit was produced during the build-up to the 2005 EHF Convention for Referees and Delegates and it focuses particularly on the duties and responsibilities of an EHF delegate.

As the duties and responsibilities of an EHF delegate have developed over the last few years, from just being an observer of referees to being more of a manager of the whole event, this toolkit combines various information and tools to aid the work of a modern EHF delegate.

This toolkit does not contain each detail of the various issues of a delegates’ duties and responsibilities, it is a summary of the different aspects of this job in order to make all concerned aware of all these different aspects.

All participants of the 2005 Convention are kindly invited to provide us with any feedback regarding the toolkit by the end of the event on Sunday.

The EHF will look through all comments in order to adapt, improve and enlarge the present toolkit into a new handbook for the 2005/06 season. This will effectively replace the former delegates’ guide.

Jan Tuik
Chairman
EHF Competitions Commission



TABLE OF CONTENTS

Introduction

Table of contents / Imprint

1. The facts and figures....

- 1.1 How to contact the EHF
- The basic documents and equipment a delegate need

2. The goals...

- 2.1 Representation of EHF
- 2.2 Vision
- 2.3 Mission
- Strategic tools

3. The person for the job...

- 3.1 Know how/skills
- 3.2 Profile
- Partners

4. Your rights and responsibilities...

- 4.1 Delegate nominees
- Conditions of nomination
- Appointment by the EHF and nominations by national federations
- 4.2 Competence fact sheet
- 4.3 Responsibility
- Nomination by the EHF
- 4.4 Education and further training
- Basic rights/obligations
- Rights at the venue
- 4.5 Obligations towards the EHF
- 4.6 Official events and representation
- Organisational questions
- Arrival and departure
- 4.7 Insurance
- 4.8 Complaints



5. What's involved...

- 5.1 Referee guidance
 - Pre-match conversation
 - Post-match conversation
 - Feedback
- 5.2 Match administration
 - (The handling before, during and after the match)
 - Priorities on day 1
 - Priorities on day 2 (day of the match)
- 5.3 Priorities after the match
- 5.4 Event management
 - Basic requirements event site
- 5.6 Technical infrastructure
- 5.9 Competition related arrangements
- 5.14 Supervision TV and advertising
- 5.16 Safety, security and spectators
- 5.17 Contact to the parties involved

6. Practical tools for your use...

- Frequently Asked Questions
- Playing Court Area – Measurements
- Playing Court Area (Euro Events) – Measurements
- Final Check List – Arena Set-up
- Agenda for the Technical Meeting
- Agenda for the Security Briefing
- Agenda for the TV Host Broadcaster Briefing
- Match Report and Daily Bulletin
- Sample Match Report
- Sample Match Report – Euro Events
- Arena Details – Form
- Media Management – Form



Imprint

Editor

(responsible for contents)

EHF Competitions Commission

Place of publication

EHF Office, Hoffingergasse 18, A-1120
Vienna, Austria

Co-ordination

Monika Flixeder, Markus Glaser,
Helmut Höritsch

Language revision

Siân Rowland, Marsha Brown

Graphics

Richard Turner

Photos

EHF Archives

Printed by

Druck & Media Peter Pfeifer, A-2054
Haugsdorf, Leopold Leuthner-Str.2,
Austria. Representative: Josef Stöger

Date of publication

April 2005



I. THE FACTS AND FIGURES...

How to contact the EHF

<i>Telephone</i>	+ 43 1 80151 0 (central number) + 43 1 80151 40 (competitions)
<i>Hotline</i>	+ 43 664 410 52 43 (mobile phone)
<i>Fax</i>	+ 43 1 80151 49
<i>E-mail</i>	office@eurohandball.com (general contact) comp@eurohandball.com (competitions)
<i>Internet</i>	www.eurohandball.com

The basic documents and equipment a delegate needs

- The regulations of the competition concerned:
 - Dark yellow booklet for the European Cup or EHF-Internet for download
 - Light yellow for the Champions League or EHF-Internet for download
 - Red booklet for European Championships or EHF-Internet for download
 - EHF Arbitration Regulations
 - EHF Rules on Safety and Security Procedure
- The Rules of the Game produced by the IHF
- The players lists of both teams (in case of European Cup incl. Champions League)
- A match report
- An observers' report
(also available as an electronic document)
- Personal documents for the work at the table
- Forms for the details of the payment
(also available as an electronic document)
- A referee whistle
- A stop watch



II. THE GOALS ...

EUROPEWIDE HANDBALL MATCHES – more than 1000 handball events in various categories are held all over Europe under the blue and yellow brand of the EHF. The European Handball brand guarantees handball competitions at a high level and top quality organisation of each event.

Representation of the EHF

European handball event production stands for comparable technical standards, harmonised procedures in various fields and a uniform appearance of the products in national team and club competitions. The organisation of the matches together with all the related issues is a joint task between the EHF and the organiser (national federation, club, etc.) consisting of three main phases:

- Registration or awarding
- Joint preparation of the competition
- Management at the venue and a follow-up

When talking about the management at the venue and the follow-up of the individual events, in a large number of all EHF competitions, the EHF referees and delegates play a decisive role as the “long arm” of the EHF at the venue. Both referees and delegates have to be aware of their obligation to:

Act as representatives of the EHF



This is applicable during the entire stay, starting with the moment of arrival and ending with the moment of departure. Additionally, tasks and duties undertaken before arrival, regarding meetings and carrying out procedures as well as communication with the EHF, have to be performed in an appropriate manner.

As the slogan of the convention says – delegates and referees shall act as

COMMUNICATORS AND FACILITATORS IN HANDBALL

In the spirit and light of optimised handball, public perception of competitions would improve, which in turn would lead to an increase in public awareness for the events.

Vision

The vision for EHF delegates and referees is to establish their role as facilitators and communicators in handball with regard to creating an atmosphere of mutual respect and understanding between all parties involved in handball and then communicating this message to the outside world.

This role shall be moulded by a clear and standardised education system under the leadership of the EHF and the creation of groups of experts in these fields (“experts among experts”).

Delegates and referees shall work together as a team in a trustful and confident way, respecting each other as equal and independent partners.



Mission

EHF delegates and referees represent the yellow and blue handball message and stand for the European voice in European handball competitions. Their task is to supervise the optimised framework conditions according to rules, regulations and procedures for all parties involved and to mediate between conflicts, if necessary.

Strategic Tools

Overall EHF delegates and referees have to cover many strategic goals, targeting at an optimised handball performance, technically correct and commercially interesting conditions at the venue and a balanced and satisfying handling of the task before, during and after the event.

- **COMPLIANCE** – fulfilment of all tasks under the vision of the overall target and in harmony with the applicable regulations, rules, contracts, legal positions, procedures and standards.
- **BRANDING** – contribution in order to optimise the public appearance of handball events on national and international level, taking into consideration the special requirements of the handball sport and the fulfilment of all representation tasks in an adequate and honourable way for the EHF.
- **EDUCATION PILLARS** – supporting delegates and referees with a strong and comprehensive EHF education system, which guarantees quality expertise as standard and consequently strengthens the confidence in the work of the “handball messengers”. Interactive and pro-active educational means shall be applied on the long term.



- **IMPACT ON THE SPORT AS A WHOLE** – clear and transparent actions towards all parties involved (teams, media, sponsors, etc.) positively and recognisably influence the national and international recognition of handball events and the development of the sport itself.
- **LEGACY** – Systematic enclosure of knowledge and experiences emerging from various handball competitions by maintaining a steady communication and information process within the EHF (statistics, documentations, reports, etc.).



III. THE PERSON FOR THE JOB ...

Compared to some years ago, the EHF delegate is currently about to achieve a status, which is as important as all the other people involved in an official EHF match or event.

The duties of a delegate have developed from an observer of referees to a delegate, who is the EHF person in-charge of the complete event.

Know-how / Skills

Modern event management, match handling and administration combine the following:

Knowledge about the Rules of the Game

- New Rules of the Game as of 1 August 2005

Knowledge about the Regulations of the Competitions

- European Cup Regulations for EHF Cup, Challenge Cup and Cupwinners' Cup
- Champions League Regulations for Champions League
- European Championship Regulations for National Team Competitions



Profile

As an EHF delegate

- I represent the EHF during my complete stay at the venue
- I am neutral between the two clubs
- I assist the referees before, during and after the game
- I behave correctly and I am always in control of myself
- I respect the Regulations as well as the Rules of the Game
- I use my common sense, where necessary
- I am always fair and never lose my temper

Partners

My partners are

- The referees
- The players of both teams as they are on the match report
- The officials of both teams as they are on the match report
- Timekeeper, secretary, speaker, floor manager
- Additional delegation members of the guest team
- Representatives of the home team
- Media representatives (TV staff, radio staff, journalists)
- Spectators in the hall



IV. YOUR RIGHTS AND RESPONSIBILITIES ...

Based on the general tasks and responsibilities, the EHF delegates and referees are obliged to take care of the EHF interests and the overall appearance at the venue.

Delegate nominees

Conditions of nomination

Starting with the season 2005/2006 the EHF will introduce a new system of defining EHF delegates. The following categories will be defined:

Experts/specialists in the area of event management, marketing, security, etc. shall be appointed by the EHF in a similar system as it is used for EHF lecturers.

In addition, the national federations are requested to nominate an appropriate number of delegates.

Appointment by the EHF and nominations by national federations

One of the general pre-conditions for acting as a delegate or a referee on the European field is the appointment by the EHF and respectively the nomination by the national federation concerned. Based on this definition the EHF establishes an official list of delegates and referees for the forthcoming season, being structured according to the different categories.

Any such nomination by a national federation shall be based on the required

- Know-how
- Experience
- Skills
- Physical condition and
- Language command, preferably English.

For details relating to personal skills and pre-conditions for the job, please refer to chapter 3 of this tool kit.



The job as an EHF delegate or referee requires people who are able to cope with the various situations they might be faced with at the venue which need the flexibility to react immediately and effectively to the situation. Usually the experience of the person and the repertoire of handling different situations facilitate the appropriate actions in connection with certain circumstances.

In any case, the awareness of the fact that acting as an EHF delegate or referee is not meant as a political task, but as an event management responsibility. This fact together with the adequate language communication skills need to be taken into consideration especially when national federations announce their delegates and referees for a certain season.

Competence fact sheet

In order to make the EHF more aware on the individual features of the nominated persons (delegates and referees), a competence fact sheet informing on

- Personal skills
- Preferences
- Experience
- Education
- Special know-how
- Business and sport contacts
- Language command, etc.

shall be provided to the EHF together with the standard documents for nomination and a colour picture of the person (passport size photo, 300 dpi).





Responsibility

In addition to the national federations' responsibility, the person who is nominated (delegate or referee), has to take personal responsibility for him or herself regarding the acceptance of such a nomination by his/her national federation. In any case a delegate or a referee nominated by the national federation, who has doubts about fulfilling all requirements regarding such a role (language command, fitness, etc.) is obliged to inform their national federation, and respectively the EHF, about such doubts. In addition, the EHF will develop procedures to check the ability of the nominee in connection with the fulfilment of the requirements.

Nomination by the EHF

Besides the general criteria for the individual nomination to a certain match/competition, like

- Harmonised overall picture (parties involved to be able to communicate with each other)
- Geographical criteria
- Travel criteria
- Language criteria

Increased emphasis must be laid on OPTIMISING the BALANCE between the FEATURES of the EVENT/game and the FEATURES of the DELEGATE respectively the REFEREES. The nominees should be the ones, who serve the needs of the individual competitions best.



Education and further education

Delegates and referees shall take care of gaining and maintaining the highest possible standard of personal skills, knowledge, fitness, etc. They are obliged to make themselves available for the chosen functions and in an excellent shape. This needs both a schedule for self-instruction as well as regular attendance of courses and seminars – preferably with international participation and in English language (minimum once a year).

In any case, it is strongly recommended to attend further education measures offered by the EHF.

BASIC RIGHTS AND OBLIGATIONS

Rights at the venue

Delegates and referees act in representation of the EHF. In this function and within the framework of the pre-defined rights and responsibilities they are entitled to act (demand action and accept proposals) on behalf of the EHF.

Delegates and referees in this function have to have in mind the interest of the EHF. Decisions and actions shall be taken with regard to an optimised result for the EHF. Delegates and referees when acting for the EHF shall demonstrate both the care and attitude of a proper businessman.

Equal standing

Delegates and referees represent the EHF on an equal level, with clearly assigned tasks that must not be mixed up. There is no subordination or hierarchy!

Reports

Reports have to be provided as demanded by the individual competitions. In all cases, reports are required in case of incidents, shortcomings in the technical infrastructure, incorrectness regarding procedures, lacks in organisation, insufficient number/education of personnel, etc.



Obligations towards the EHF

All delegates and referees shall be aware of the fact that they are carrying out a special mission, demanding that they optimise the competition they are nominated for, for all parties involved. Regarding the handling at the venue, the following *priorities* have to be set by delegates:

1. The correct carrying out of the match, in any case must be the first priority – which must be taken as granted in every instance
2. Optimising the appearance of the event and the harmonic cooperation of all parties involved
3. Appropriate communication to all parties involved and the outside world
4. Concentration on the work at the table
5. Referee observation

Referee observation

Referee observation is to be seen as a special service of the EHF, but especially for the referees! Observation and feedback shall be carried out under the principles of equality and correctness. The commitment to the awarding of points shall be a relative minor priority. Any feedback to referees shall be done in a very positive attitude and in a so-called “sandwich format” consisting of

- Description of recognised actions (positive ones)
- ONE proposal for improvement
- General/completing statement honouring the performance respectively the people

For each event, the parties involved should be free to make use of the option that in addition to the delegate's feedback to the referees, the referees in return give feedback in the described way to the delegate.



Official events and representation

During all EHF events/competitions for which no separate representatives are nominated it is the right and duty of the EHF delegate to take over representation tasks if required/ desired. This includes, but is not limited to, the official representation of the EHF at receptions or other official accompanying events, welcome/farewell words, speeches at banquets, etc.

ORGANISATIONAL QUESTIONS

Arrival and departure

Delegates and referees are obliged to arrive at the competition venue on the day before the (first) game at the latest (exceptions granted by the EHF excluded).

The arrival time has to be scheduled in a way which ensures sufficient time for preparatory measures like communication with the teams, inspection of the facilities (arena, hotels, distances, etc.), technical meeting (host broadcaster meeting, security meeting if required) at a convenient time. The local personnel required for the preparatory measures have to be asked for by the delegate accordingly well in advance (upon nomination and coordination of the travel).

Financial issues of delegates and referees shall be settled upon arrival at the venue. All bills and receipts have to be available at this time for the reimbursement of expenses.

Delegates and referees are entitled to demand a local contact person with sufficient language command, preferably English, during the entire stay – starting with the arrival at the airport and ending with the drop off at the departure airport. Appropriate transport must be offered during the entire stay and might be requested at any time if necessary (e.g. for site visits, etc.).



Insurance

While carrying out assignments on behalf of the EHF, all appointed delegates and referees are covered by accident and health insurance arranged by the EHF, although it is advisable and recommendable that the delegates and referees also have their own personal insurance policy in their home country. Any claims for insurance benefits shall be made through the EHF office.

Examination courses, performance observation and assessment in the referees' own countries are excluded from this coverage.



Complaints

In general, the applicable competition regulations as well as the Arbitration Regulations apply for complaints. Regarding individual games (European Cup, European Championships)

Complaints shall be forwarded to the EHF delegate in writing within one hour after the end of a match; in the absence of the delegate it shall be the first named referee.

Reasons for the appeal shall be given in writing in one of the official EHF languages together with a complaint fee amounting to EUR 375. The entire documentation of the case shall be provided to the EHF office within the time periods specified within the respective competition regulations.

The EHF Competition Commission shall carry out the procedure in first instance.

Against decisions taken in first instance procedure a written notice of appeal together with the appeal fee amounting to EUR 750 shall be forwarded to the EHF within the period stipulated in the notice on legal remedies of the first instance.

The EHF Court of Appeal will deal appeals in second instance. Such decisions are final.



V. WHAT'S INVOLVED ...

A) Referee guidance

Guiding the referees through the event starts a few days before the match, includes the complete stay at the venue of the event and ends after the return journey home.

1. Pre-Match conversation

Period before travelling to the game

- Assistance to the referees in case of organisational difficulties prior to the trip to the game

Period between the arrival at the venue and the start of the game

- Contact with the referees as soon as they have arrived at the venue
- Discuss the programme with the referees
- Handling of the financial matters of the referees with the local organiser
- Discussions about specific difficulties to be expected during the game
- Assist the referees on any matters during the stay at the venue of the event

Period from the beginning of the game until the end of the game

- Be a partner to the referees during the game

2. Post-Match conversation

- Discuss the referees' performance after the game in a positive atmosphere (points must be communicated!)

3. Feedback

- Send a copy of the observers' report to the referees
- If there is a special report to the EHF, a copy is to be sent to the referees



B) Match administration

Handling before, during and after the game

The delegate must arrive on the day before the game!

Priorities on day 1 (day of arrival)

- Contact with the local organiser for an introductory meeting
- Contact with the guest team and check of their hotel
- Contact with the referees (they must be in the same hotel!)
- Check of the playing hall
- Technical meeting (for details please refer to section 6)
- Handling of the payments for the referees and myself with the home team

For details regarding these issues, please refer to pages 5.3 to 5.17

Priorities on day 2 (day of the match)

- Follow-up of open issues from the day before
- Meeting with the referees (nobody else is present!) to prepare the game
- Preparation of personal documents for the game
- Arrival at the hall at least 1 hour prior to the game (together with the referees)
- Supervision of the arrival of the guest team
- Check of the match report
- Last check of the most important details around the playing court
- Check of the materials on the table (green card, reserve clock etc.)
- Where are the most important contacts (floor manager, local organiser etc.)?

For details regarding these issues, please refer to pages 5.3 to 5.17



Priorities after the match

- To supervise the exit of the teams and the referees from the court to the locker room
- To send an sms with the haltime result and final result to the EHF hotline
- To finish the match report, to sign it, along with the referees, and to send it by fax to EHF
- To distribute the match report to the clubs and media representatives
- To finish all my personal notes in case of any special incidents
- To talk to the guest team and check the further programme (dinner, departure etc.)
- To talk to the referees to discuss their performance (I must inform the referees about their points!)
- To talk to the local organiser about any mistakes or weaknesses in the event organisation

For details regarding these issues, please refer to pages 5.4 to 5.17

After the arrival at home, the delegate must:

- Send the observers' report to the EHF (PC-Documnt or by fax)
- Send any extra reports to the EHF (by e-mail or by fax)

For details regarding these issues, please refer to pages 5.9 to 5.13



C) Event management

Taking care of the overall event management is one of the major tasks of the EHF delegate. In principle all tasks relating to a proper event management and troubleshooting may be divided into actions or checks carried out by the responsible EHF delegate in cooperation with the organising club/federation. It includes all components being required to optimise the appearance of an event, to ensure a professional overall picture, to check the fulfilment of technical, infrastructure and organisational requirements, etc.

1. Basic requirements at the event venue

- **INTRODUCTORY MEETING** - In order to get a good impression on the status of organisation and the location/situation at the venue, a respective introductory session with responsible persons from the venue shall take place upon arrival.
- Relating to this session a timeline for the entire event duration shall be set-up, which includes

OBLIGATORY ON THE DAY PRIOR TO THE (FIRST) GAME

- Site-inspections (arenas and hotels), which usually should take place immediately after the meeting
- Conversation with teams (team officials)
- Technical Meeting
- Security Briefing – if foreseen for the respective event
- Briefing Host Broadcaster – if foreseen for the respective event

CAN BE SCHEDULED ON THE DAY OF THE (FIRST) GAME

- Briefing table personnel, floor manager and speaker
- Conversation with the speaker, mopping crew

OTHER POINTS TO BE SCHEDULED

- Arrival times – teams and referees
- Training times – teams
- Transport schedules - teams



- **CONTACT DETAILS** - Name and telephone number of the key-personnel (responsible person club/federation, contact transport, team guide, competitions manager, floor manager) shall be available to the EHF delegate after the introductory meeting. Among others, the person who is responsible for the preparation of the match report shall be easily available for the EHF delegate (cross check in due time prior to the commencement of the respective game).
- **ADDITIONAL DELEGATE(s)** - Depending on the number of delegates being nominated for an individual event, tasks are separated accordingly – security/marketing/event management delegate, referee observer, etc. One common meeting upon arrival will be useful in any case. The delegates nominated for a certain competition shall create a team and support each other.



2. Technical Infrastructure

On the day prior to the (first) game, a check of the technical infrastructure in the playing arena and a check of the team hotels shall take place on the arrival day. The details mentioned below shall be taken care of – additionally please compare the illustration of the flooring set-up together with the arena check list as well as the arena details form under section 6:

Arena details

Playing arenas being used for European competitions shall fulfil adequate standards for international sport events (individual specifications for certain competitions prevail).

- Size of floor area – minimum 44m x 24m
- Playing court size – 40m x 20m
- Comprehensive accreditation system and ticketing
- Time-keepers table of adequate size – for four persons (approximately 3m x 0,70m)
- Electronic time-keeping apparatus
- Reserve clock
- Table equipment
- Score board(s) – if they are small side, then 2 are desired
- Lighting – minimum 800 Lux
- Location of flash and mixed zone
- Changing rooms, toilets, showers – minimum two for teams (at least 28m², equipped with massage table) and one for referees (at least 20m²)
- Medical room
- Facilities and infrastructure in the spectators' area (food and beverage, gifts and match memorabilia, entertainment, etc.)
- VIP service
- Working/meeting room for EHF/match follow-up
- Option to build-up an infrastructure for product placement (stands, etc.)



Press facilities

Depending on the media interest in a certain event, the required press facilities might be very different. The following details shall be taken into consideration:

- Adequate size of the press area/centre
- Working places for media and photographers in the hall
- Separate press conference room – if required (e.g. Champions League)
- Handling media accreditations
- Heating facilities
- Equipment and working infrastructure
- Food and beverage service



Hotels

Hotels for both EHF officials and teams shall be located as close as possible to the playing arenas and shall comply with international standards, minimum categories to be applied (final decision upon the hotel to be taken by the EHF delegate) are three to four stars.

The basic reservation per team shall be eight double and five single rooms (additional rooms to be made available upon charging extra fee).

An additional room in the team hotel shall be made available on the day prior to the (first) game for carrying out the technical meeting (size to be defined).

In case of the hotel for EHF officials (single rooms for delegates, double rooms for referees) being unsatisfactory, the situation shall be announced to the organising club/federation, immediately upon arrival.

Food and beverages for teams

The food and beverage requirements shall be discussed and clarified with the delegation management upon arrival. The individual needs of a delegation as well as religious and national aspects have to be taken into consideration. Meal plans and if possible, meal times shall be fixed.

A general rule is that four meals a day – breakfast, lunch, snack and dinner – shall be offered. Non-alcoholic drinks shall be served with the meals (minimum 1 litre per person and meal).

In addition, refreshments (water) shall be provided for teams (training and match) and officials in the dressing rooms – minimum 1 litre per person, preferably in small bottles (1/2 litre).



Further specifications

The EHF delegates might be provided with additional specifications regarding the standards to be fulfilled at the venue regarding a certain match.

Individually specified criteria regarding the technical conditions apply for men and women's European championships.

3. Competition related arrangements

The correct carrying out of the competition according to the rules of the game and the applicable rules and regulations is one of the core tasks within the event management responsibilities of an EHF delegate. The competition related arrangements can be divided into three different phases

Preparatory phase

The preparation of the competition arrangements consists of checking the technical infrastructure and the available equipment on the one hand and taking care of sufficient personnel resources and the carrying out of the procedures in a correct way on the other hand.

TECHNICAL INFRASTRUCTURE - For checking the technical infrastructure and the equipment a site visit has to be carried out accordingly, taking especially into consideration the details stipulated in the documents in section 6 (arena set-up plan including measurements, arena check list, arena form).

PERSONNEL RESSOURCES – Contact to the key-personnel (responsible person club/federation, contact transport, team guide, competitions manager, floor manager) shall be established upon the arrival at the venue (available to the EHF delegate after the introductory meeting).



TECHNICAL MEETING – A technical meeting shall be held obligatory on the day prior to the (first) game. For details regarding the participants and the issues to be handled, please compare the sample agenda under section 6. In case of no separate security briefing taking place, the subject of safety and security shall be included as a part of the agenda in the technical meeting.

SECURITY BRIEFING – separate security briefing shall be held in case of extended/special security measures will be required for a certain event. In such a situation, the EHF might nominate a security delegate. For details, compare the EHF guidelines on safety and security procedure.

HANDLING OF MATCH REPORT – A clarification with the responsible person, e.g. competition assistant regarding the preparation of the match report shall be established. The handling of the match report in detail shall be clarified accordingly.



BRIEFING KEY-PERSONNEL ARENA

Participants: floor manager, table personnel, speaker, chief of competitions

- Clarification of individual tasks
- Requirement of conversation in an official EHF language, preferably English
- Pre- and Post Match Procedure, Flag Ceremony

AGENDA

- General information on the production of the start list
- Coordination and observation on the play court during the final phase of the warm up ...
- Signal by the floor manager when players have to leave the playing court in order to line up for the official pre-match procedure, starting 10 minutes prior to the throw off (all players of the team in uniform clothing, either training suit or playing dresses, shake hand obligatory)
- Entry order: first referee, team captain team A, team A, second referee, team captain team B, team B
- Post match procedure – shake hands and line up obligatory

BRIEFING COMPETITION RESPONSIBLE regarding

- Pre- and post match procedure, flag ceremony
- Match report procedure
- Info distribution – start list (completion 60 minutes prior to the throw off), finishing report (immediately after the game)
- Table personnel
- Table seating order



BRIEFING FLOOR MANAGER

- Overview on the tasks
- Timing and coordination on the playing court
- Pre- and post match procedure, flag ceremony
- Availability during the entire competition;

BRIEFING SPEAKER

- General guidelines for the speaker
- Announcements in English – translation into the native language possible
- Predefined announcement – which constitute a part of the event appearance, e.g. fair play announcement

*Dear Ladies and Gentlemen, dear spectators,
In the spirit of fairness and with respect to all athletes,
officials and referees, we kindly ask you, the spectators,
to support your team in a fair and sporting way and to
create a positive atmosphere for handball.*



Handling during the game

The normal place of the EHF delegate during the game is at the timekeeper's table. From this position, he/she should observe the correct progress of the match as well as the actions of referees. In addition, the delegate shall keep the overview on the entire event.

The EHF delegate shall supervise the substitution area with regard to proper conduct of players and officials on the bench as well as orderly substitution of players. The work of the scorekeeper and the timekeeper shall be supervised and corrected if necessary. The EHF delegate shall keep his own notes on the game for reference in verifying orderly completion of the match report by the score-taker. The EHF delegate shall review the match report to verify its correctness.

The report must be signed both by the referees and the EHF delegate, in the case of ECh qualification matches by the representative of the organiser's National Federation.

Match follow-up

The EHF delegate has to ensure the distribution of event related details (especially results, number of spectators, etc.) to the outside world immediately after a game and is responsible for the correctness and completeness of the match report.

The organiser's attention must be drawn to the need to send the match report by fax to the EHF Office immediately after its completion. The original shall then be mailed as soon as possible. Any complaint lodged by a team shall be passed on to the EHF Office immediately. Any inquiries or complaints that are not addressed directly shall also be passed on to the EHF Office.

After the end of an event, a talk shall be held with the organiser about the positive points and weaknesses of the event.



4. Supervision of TV and advertising

TV and advertising is a part of the professional appearance of EHF events, therefore it is a task of EHF delegates in all competition to be aware of the overall picture and to intervene if necessary.

In all competitions where the EHF is in possession or part possession (Champions League) of TV and advertising rights, it is the task of the EHF delegate to safeguard the interest of the EHF and respectively the EHF partners by supervising the TV and advertising activities. For certain occasions, a separate marketing delegate or event management delegate (MD or EMD) will be nominated to perform this role.

Relating to TV activities, a meeting with the host broadcaster shall be arranged accordingly. A respective sample agenda can be found under section 6. The correct fixing of EHF advertising shall be checked accordingly. After each event, it is the obligation of the EHF delegate to report on TV and marketing activities in detail by using the respective form regarding the following subjects:

- TV host broadcaster briefing
- EHF advertising in the arena
- Visibility and product exclusivity
- Number of floor advertisings
- Representatives of EHF partner companies present at the event
- Hospitality activities
- Use of the identification tools of the EHF (EHF competitions)



Working infrastructure for media

Media must have adequate facilities for their work following the guidelines of the EHF Rules of Procedure for Media Management in the respective competition relating regulations.

This holds good for the routing of the players after the match via flash and mixed zone as well as the routing of the TV host, ENG groups and media representatives. Working facilities in the press centre and for photographers as well as press conference facilities/standards in accordance with the regulations shall be checked too.

TV cameras shall be positioned so as not to interfere with the game and changed if necessary in accordance with the delegate's instructions. This shall also apply to mobile cameras during the match

In case that special agreements relating to EHF marketing partners have to be followed, the EHF delegate has to check board and floor advertising, backdrops, etc. If there are shortcomings, the EHF delegate shall endeavour to take remedial action.



5. Safety, Security and Spectators

The basis for any measures relating to safety and security are the EHF Rules on Safety and Security Procedure. The EHF delegate shall review the safety measures taken by the organiser already on the day before the match and shall instruct the organiser to make all necessary adjustments. In case of no separate security briefing, the issue safety and security shall be included as a topic for the technical meeting.

As far as security is concerned a responsible security steward has to be the contact person for the EHF delegate during the whole event in order to clarify and resolve questions of security in the hall (spectators), routing of spectators and accredited operating crew members, working facilities for TV host, ENG groups and photographers at any time.

Throughout the entire match, maintenance of orderly playing conditions shall be secured (if necessary in co-operation with the security stewards). The EHF delegate shall supervise compliance with proper procedures after the match. If necessary, he shall consult with the stewards. The EHF delegate shall in any case leave the playing area only after the referees and the teams. In case a security meeting with the authorities (police, fire brigade, ambulance, etc.) seems to be necessary or is obligatory due to the specific competition regulation, the EHF delegate is obliged to carry out this meeting in due time prior to the match/event.



6. Contact to the parties involved

After arrival, the EHF delegate must establish contact with the visiting team. He shall try to correct any problems that may arise and act as mediator between the visiting team and the host. Special attention shall be directed at hotel accommodation and meals, regional transfers, training facilities, and support provided by the host. The same holds true for a meeting with the referees for a organisational and technical briefing as described under the item “referee guidance” as well as the briefings in the field of event management, as described above.

Tournament or match with related additional events

Extended activities – several games in a row, accompanying activities – require the additional coordination of details relating to the competition itself (travel plan, training schedule, etc.), to the offered infrastructure (communication of actual information, distribution of results, as well as options for additional programmes. Appropriate communication channels shall be installed (information/result bulletin, pin board, information centre, media releases, etc.)

For an event of this kind, it is important for the EHF delegate to keep the overview and to intervene and respectively mediate if required.



VI. PRACTICAL TOOLS FOR YOUR USE ...

1. Frequently Asked Questions
2. Playing Court Area – measurements
3. Playing Court Area Euro Events – measurements
4. Final Check List - Arena Set-Up
5. Agenda for the Technical Meeting
6. Agenda for the Security Briefing
7. Agenda for the TV Host Broadcaster Briefing
8. Match Report Procedure
9. Sample Match Report
10. Sample Match Reports - Euro Events
11. Arena Details – Form
12. Media Management - Form



FREQUENTLY ASKED QUESTIONS

- Q. Do the delegates also get the extra payment of Euro 100.- per game?**

No, according to the respective decision at the 2004 EHF Congress in CYP, this payment is only for the referees.

- Q. I am nominated to a Play-Off game for the European Championship, when do I get the player list of the teams?**

You will not get any player list. There are no player lists for matches in National Team competitions. Player lists are available only for European Cup matches.

- Q. Is it necessary that I inform the referees to the points of observation?**

Yes, you have the duty to inform the referees about the points during the conversation after the match.

- Q. Do I have an insurance covering my trip as an EHF delegate or as a referee?**

Yes, all referees and delegates are covered by an accident and health insurance for the time of their nomination by the EHF. Any claims must be made through the EHF office.

- Q. What do I do if I have any problems during my journey to a match?**

You must call the EHF emergency mobile phone (+43-664-4105243) immediately and inform the EHF about your situation.



Q. I just attended the Technical meeting and both teams want to play in the same colour?

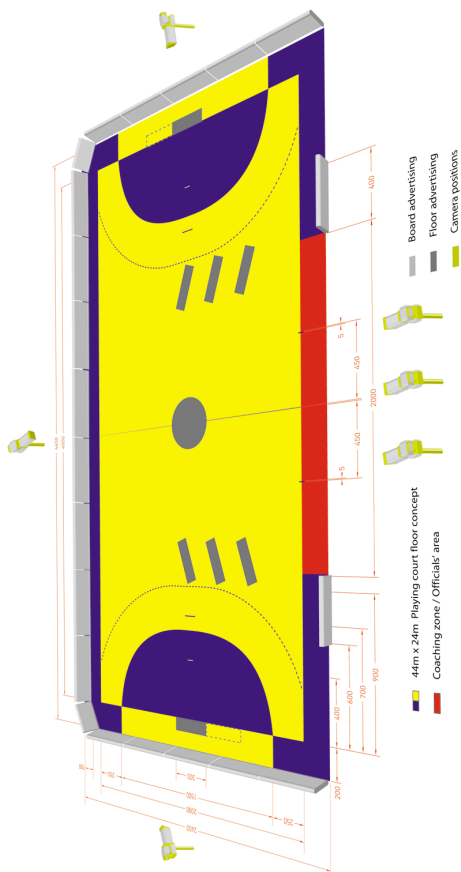
In a situation like this, the guest team must change the colour! If the guest team has no alternative set of dresses, they must use any alternative set of the home team. A special report to the EHF is requested in this case.

Q. I am busy with my job on the day prior to the game. Can I travel on the day of the match?

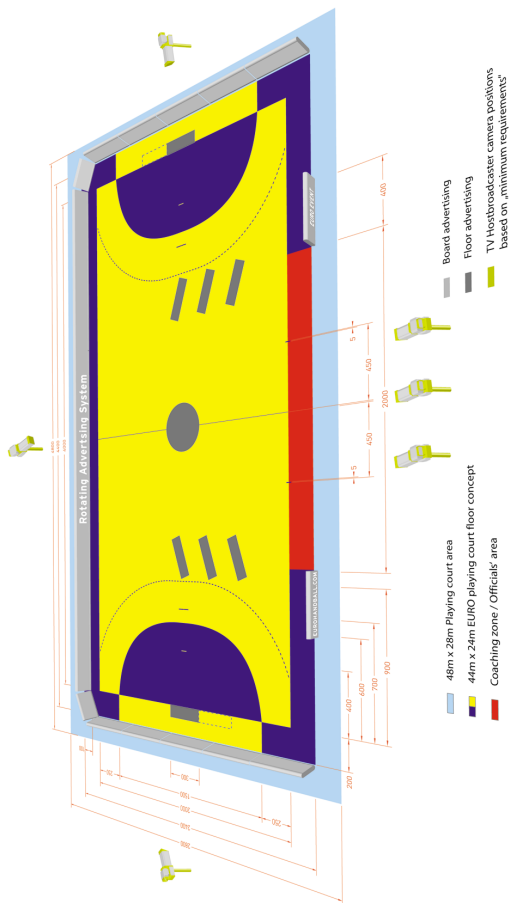
No, you are not allowed to travel on the day of the match. In a situation like this, you must immediately call the EHF office and discuss the situation.



PLAYING COURT AREA – MEASUREMENTS



PLAYING COURT AREA (EURO EVENTS) – MEASUREMENTS



FINAL CHECK LIST: ARENA SET-UP

Conditions in the arena

Flooring set-up in general

- Size of base area
- Size of playing court
- General condition of the surface
- Positioning of the playing court
- Security spaces
- Handball line-markings respectively colour areas in case of floorings without lines
- Check of areas (6m, 9m), tape markings
- Correctness of measurements
- Dimensions of substitution areas
- Check of substitution area, positioning of benches/chairs (to be tied together in order to avoid moving), tape markings
- Assembly of the goal
- Lighting
- Working places for photographers behind the goal

Overall conditions of infrastructure and overall appearance of the event site –flags (EHF, participants, EHF officials), banners, event identification, venue dressing, etc.

Set-up advertising (overall appearance, correct application of EHF advertising)

Fixing of the catch nets behind the goals at the advertising boards (measuring 3m left & right from the goals)

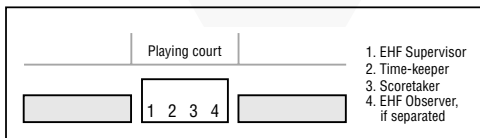
Dressing rooms – size, massage table, routing, sign-posts on the doors:

- Individual matches: 2 for teams and 1 for referees
- Double matches, series or tournaments: 4 for teams and 2 for referees

Medical room



Table size and position (four persons – supervisor/delegate; timekeeper; scorekeeper; observer, approximate size 3m x 0,8m)



Positioning of the speaker – most suitable behind the table (an alternative can be “position 4” at the timekeepers table)

Material for the work at the table (timekeeping apparatus, reserve clock, TV clock – if TV transmission, team time-out cards, cards for 2 minutes suspension, etc.)

Routing system throughout the hall – arrow signposts, door signs, etc.

Competition Office – sufficient technical infrastructure (match report handling and distribution)

Places for statistics (scouting) – if foreseen

Check flash/mixed zone – infrastructure

Working places with desk for the press in the arena

Re-check entrance/routing players, press people to flash/mixed zone

Arena accesses/exits

Position/number of score boards

Availability of air-conditioning/heating

VIP places in the arena

VIP lounge



Press Facilities (extent depending on the event)

- Press centre including equipment, infrastructure, electric and communication lines;
- Press conference room – set-up and infrastructure, equipment, back drop
- Press accreditation - access from outside
- Accreditation for TV and media representatives
- Food and beverages

Facilities for TV

Positions of TV cameras

**Cabins for commentators, TV studios, TV Host Broadcaster, etc.
Host Broadcaster – team OB van, position**

Check List Team Hotel

Conditions and number of the rooms

Dining area

Availability of additional rooms (meeting, leisure activities)

**Room for technical meeting and announcing of
requirements for the set-up**

Contact to team representatives/leaders



AGENDA FOR THE TECHNICAL MEETING

1. Welcome words by the EHF delegate
2. Who is who
3. Introduction and explanations by a representative of the local organiser
4. Explanations on relevant points in the regulations and information on the competition
5. Accommodation of the guest team
6. Timetable and training schedule
7. Procedure before, during and after the match
8. Check of the players' clothing
9. Check of delegation lists and passports (national team competitions only)
10. National anthem (national team competitions only), flags, etc.
11. Playing hall
 - *Information on the playing court and the substitution area*
 - *Safety and Security measures concerning teams and officials*
 - *Hall capacity*
 - *Information on the ticket sales*
 - *Entrance control*
12. Technical equipment, TV, marketing
13. Safety and Security measures concerning spectators and first aid



14. Questions by team leaders/representatives
15. Accompanying programme
16. Miscellaneous
17. Closing



AGENDA FOR SECURITY BRIEFING

1. Welcome and introduction by the EHF security officer
2. Check of list of participants by the EHF security officer
3. Who is who
4. Explanation of preparatory measures by the LOCAL ORGANISER
5. Security concerns: the VISITING TEAM'S DELEGATION HEAD provides information about potential sources of danger and special characteristics of the visiting team's fans and announces the action to be taken
6. Presentation of the safety and security plan by the LOCAL ORGANISER'S RESPONSIBLE OFFICER
 - 6.1 Information about access and escape routes, routes for referees and teams, past problems and incidents, etc. provided by the PLAYING HALL MANAGER
 - 6.2 Information about the number and strategic deployment of police forces inside and outside the playing hall, control of the entrance area and the emergency plan provided by the POLICE OFFICER IN CHARGE
 - 6.3 Information about the number, training and deployment of staff in the playing hall, controls in the entrance area and accessibility of steps and stairways provided by the OFFICER IN CHARGE OF STEWARD AND SECURITY SERVICES
 - 6.4 Information about the number, training and location of staff provided by the OFFICER IN CHARGE OF PARAMEDICAL SERVICES



- 6.5 Information about the number, training and location of staff provided by the OFFICER IN CHARGE OF FIRE-FIGHTERS
- 6.6 Explanation of organisational details of the competition and how to deal with problem situations (including references to past experience) provided by the LOCAL ORGANISER'S RESPONSIBLE OFFICER
- 6.7 Information about the number of spectators expected and provision of a map of the playing hall by a REPRESENTATIVE OF THE LOCAL ORGANISER
7. Who is seated where? (Fans of home team and visiting team, VIPs, press, additional members of the visiting delegation) - sketch
8. Information about traditions and ceremonies in connection with the match
9. Additional problem areas

The EHF security officer highlights potential problem areas (objects being thrown onto the playing court, Bengal fire, clashes among spectators, smoke bombs, invasion of the playing court, assaults on referees, etc.) and optimises the safety and security plan in consultation with the officers in charge.

10. Finally, the operating plan is approved/laid down.
11. The EHF security officer shall announce where he/she will be positioned during the match.
12. Communication aids, equipment, pagers, walkie-talkies
13. Strategy for "worst case scenario/emergency plan"



AGENDA FOR THE TV HOST BROADCASTER

Time

Briefing - 2 hours before the throw-off of the match

Feedback meeting – 30 minutes after the end of the match

Duration

Max. 20 minutes each

Place

All participants shall be informed about in good time prior the meeting by the home club representative

Participants

EHF representative (leads the meeting)

Representative of home club

TV producer / Editorial responsible on site

Representative of visiting club

Agenda for Briefing (before the match)

- Presentation of participants
- Information given by the TV representative:
 - Programme schedule of today's match
 - TV set-up (no° of cameras, general set-up)
 - Interest in interviews (time/place/player to be defined)
- Information given by the club representative:
 - General schedule of event (throw-off time, expected crowd)
 - Detailed run-down: 60 min before match until throw-off; half-time programme and schedule after the match (To be handed out in writing to all participants)
 - Special arrangements concerning the event
 - Injuries / Comebacks / New players, etc
 - Team line-ups (place/time of delivery or pick up)
- Information given by the EHF representative:
 - Names of referees
- Miscellaneous and synchronisation of watches



Agenda for Feedback meeting (after the match)

- Feedback given by the TV representative
- Feedback given by the club representatives
- Feedback given by the EHF representative
- Closing

The EHF delegate will send an event summary memo together with the Special Feedback Report and the Match Report to the EHF office (championsleague@eurohandball.com).



MATCH REPORT AND DAILY BULLETIN

Procedure guidelines

As the match reports, after each match and the official result bulletins at the end of each playing day, are the official documents representing and confirming the official championship results, special care shall be taken to follow the procedure:

Preparations

1. Use of the correct version of the match report form sheet.
2. For each match of the preliminary round a pre-prepared match report containing the basic match information (number, teams, playing date, playing time, etc.) is available.
3. The match reports shall be prepared by the organising club/federation in due time prior to the (first) game - typing in the names of players and officials – this should be done electronically on a computer - based on the delegation lists which are signed and checked at the technical meeting. Regarding this, a responsible person of the organising club/federation shall be announced accordingly; please note that this preparation is time consuming and should be done in good time. Therefore, allowances for this in the personnel strategy are required.
4. The completed match report(s) for each game (match day) shall be available 90 minutes before the commencement of the (first) match for a final check by the EHF.



Procedure starting 60 minutes before the match

5. The responsible official of each team will announce the players of his team who will not participate and the officials who will not be on the bench to the EHF delegate. Subsequently the following procedure applies:
 - On the original version of the match report, which is marked by an EHF sticker (alternatively colour print), the players and officials who will not participate, are marked with a cross (X) in front of their name by the EHF delegate
 - A copy of this original is produced by the EHF delegate (supporting competitions assistant)
 - The names of the players and officials not supposed to participate are crossed out on this copy (with a line - the name should remain legible)
 - From this version copies will be distributed by the organising federation/club as usual (internal, press, statistics, etc.) = Start List
 - The original match report (marked with the sticker) remains with the EHF delegate. It shall be signed by the responsible team official 10 minutes prior to the commencement of the match
 - The EHF delegates responsible for the match ensure that the original of the match report is signed by the responsible official of the respective team
 - Completion of the match report after the match shall be carried out by the EHF delegates responsible for the match together with the secretary on the table in a separate room



Procedure after the match

6. Completing of the match report (responsibility - exclusively the EHF supervisors at the table in cooperation with the secretary)
7. After the completion of the report (all details filled in, all signatures are on it) under the responsibility of the EHF delegate, a copy of the original will be produced and forwarded to the organising federation/club (responsible person to be announced) by the EHF. The organising club/federation ensures upon the distribution of the copy received (press, statistic, etc.). The original match report shall remain with the EHF delegate. A copy shall be filled to the EHF office in Vienna immediately upon completion of the document. Match reports, which are incomplete or not confirmed by the responsible person of the EHF, shall not be distributed (neither fax nor copy).

Daily Bulletin

8. After each match day in case of tournaments or series of games a daily bulletin, summarising the matches of all venue of the playing day shall be produced by the organising club/federation and supervised by the EHF delegate. The daily bulletin shall consist of:
 - An official title page will be pre-produced by the organising club/federation
 - An official EHF result bulletin (officially signed and provided by the EHF delegate)
 - Nominations for the next match day, if available
 - The official match reports (provided by EHF)
 - Statistic material and press statements, if available

The compiling of components, the copying of the bulletins and the distribution of the edition shall be done by the organising club/federation and supervised by the EHF delegate.

