

LANGUAGE SERVICES AFTER ACTION REPORT

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1. Overview

1.1. Functional Goal

To try to ensure that people can fully communicate, participate and relate to each other without any language impediment.

After Action Comments

- **Admirable sentiment but may have created unrealistic expectations**

After Action Recommendations

- **Make sure expectations are managed properly**

1.2. Summary of Activity

Language Services aims to provide a service to ensure that language is not an issue that impedes the enjoyment of delegates or smooth running of the Games. There are six official languages of the Games – English, French, Spanish, Arabic, Russian and Mandarin Chinese.

Language Services will provide one Delegation Assistant Liaison (DAL) per delegation (with the exception of Team USA, which will have 10 DAL's), whose main role is to support the Head of Delegation and they will remain with the delegation on a residential basis for the duration of the Games. There will be a Language Co-ordinator at each venue managing the overall language effort. Each sports team will have a Language Escort assigned who will meet the team at their sports venue and stay with them throughout the day. There will also be Language Assistants based at sports venues and at Front Desks in Accommodation venues to assist with language issues. Language Services will also manage the translation and simultaneous interpretation efforts.

After Action Comments

- **The role of Language Services needs to be widely understood across GOC and volunteers**

- **The training provided was crucial for all language volunteers and acted as an incentive for some volunteers and enabled us to track attendance at training to ensure we still had the same numbers on board that we had listed**
- **The DAL played a key role in communication between the delegation, especially the HOD and the GOC.**

After Action Recommendations

- **The role of Functional Area Headquarters (FAHQ) was very important during Games time and it would be a good idea to have a number of key volunteers who had been on board from relatively early to man the FAHQ, especially during the first few days of Games time**
- **If at all possible, it would be great to give language escorts specific sports training (we did this for National Games and it was felt to be very useful)**
- **The role of the DAL needs to be clearly defined and understood by all**
- **Again, budget permitting, it would be helpful if the language escort could meet their team at accommodation venues, travel with them to sports and return with the team in the evening to ensure the highest level of service possible**

1.2. Dates of Operation

DALs meet with their delegation at airport and travel to Host Town	15 / 16 June
Official DAL program	16 – 29 June
Language assistance provided at airports	15 – 21 June
Multi-Lingual Switch Board in operation	16 – 29 June
Language Escorts available to help their teams	21 – 29 June
Language assistance available at venues	21 – 29 June

After Action Comments

- **Some teams arrived much earlier than official dates and where possible, DALs started then so some DALs were working for more than 2 full weeks straight through**

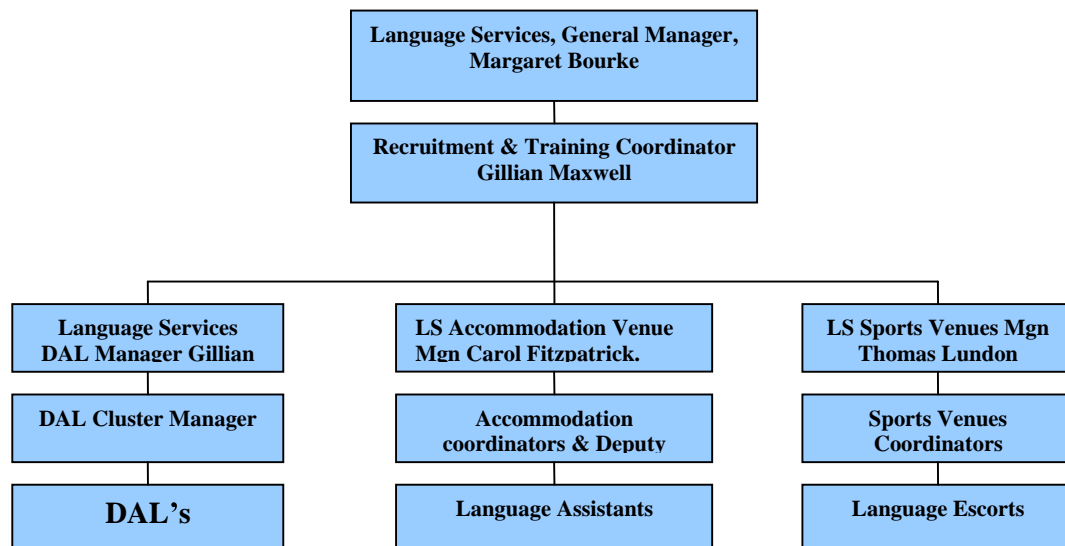
- Although these were the official dates, Language Services was operational from 14 – 20 June on 24 hour basis and from 20 June – 4 July up to 18 hours a day
- There was a need for language volunteers with specific languages to meet specific flights at the airport, so the earlier you have definite flight arrival information, the earlier you can organise this
- There is a need for extra language assistance on the day the delegations arrive into accommodation, in this case June 20
- Language Assistance was needed at accommodation venues from June 20 to June 30 inclusive

After Action Recommendations

- Try to encourage language volunteers to make themselves available for a day or two before and after official Opening and Closing Ceremony Dates
- Know well in advance dates and times of first Head Coaches meetings and make sure Co-ordinators brief sports people on role of language volunteers so that expectations are properly managed
- Be aware that language assistance will be needed at accommodation venues slightly before and after official opening and closing dates

2. Structure

2.1. GOC Structure



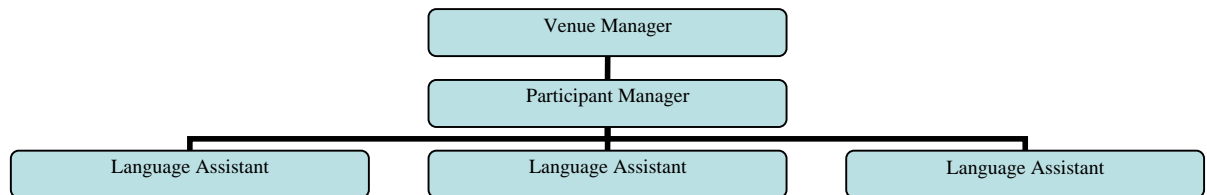
After Action Comments

- Insufficient number of full time paid staff (2 full time members and 1 secondee for 3 months)
- Good for manager to have started 2 years out from Games but would have been better if other staff members also started earlier

After Action Recommendations

- **Language Service require more full time staff – 1 to manage overall, 1 to manage DAL programme, 1 to manage Co-ordinators, 1 for FAHQ, 1 for Language Escorts and 1 for Language Assistants which means that people could be roistered to run induction and training sessions and during Games time, all staff could be rotated among FAHQ, visiting venues, Airports, ceremonies, daily HOD meetings over the full 3 weeks of the Games**

2.2. Venue Structure



3. Scope & Description of Operations

3.1. Scope

Language Services will provide language facilities for medical emergencies, sports protests, delegates, families, media, guests and spectators. Each of these groups will be serviced at competition, delegate accommodation and special events venues.

Project Sub Goals

- Find, train and assign DALs
- Find, train and assign Language Escorts
- Find, train and assign Language Assistants
- Find, train and assign Language Co-ordinators for each venue
- Provide professional simultaneous interpretation for high level meetings
- Manage professional translation process for written material
- Manage multi-lingual switchboard

Project Non Goals

- We are not providing professional Simultaneous Interpreting but community interpreting
- It is not our responsibility to provide more than 52 languages
- It is not our responsibility to translate information received in other languages back into English, except in previously agreed areas

3.1.1 Functions Provided

Language Services will act as communication facilitators for the Games:

In the run-up to Games, Language Services will manage the **translation process** (they will be no written translation available at Games time).

At Games time, Language Services will manage the **Simultaneous Interpretation** process at high level meetings (HOD meetings in Dublin Castle)

A **Delegation Assistant Liaison (DAL)**, either bilingual in English and the language of the delegation or bi-cultural in the culture of the delegations will be provided for each delegation. Their key role is to support the Head of Delegation.

DAL Cluster Managers will work in pairs, each operating on an 18 hour ‘on-call’ shift basis, to offer 24 hour advice, support and council to 20 DAL’s each, based on accommodation venues. They will be responsible for reporting each evening to the DAL Manager, to allow a report to be submitted to the MOC by 19.00.

Language Escorts will provide language assistance and help to interpret at sport venues each day – this will be community interpreting and NOT professional simultaneous interpretation

Language Assistants, accessible to Information desks and Front Desks in accommodation and cross-trained in these functions, will provide information in languages commonly taught in Ireland (French/Spanish/German/Italian)

Language Co-ordinators will manage the language service provided at venues across the Games and are the first port of call for anyone requiring language assistance.

Language Services will manage a **24 hour multi-lingual switch board** with at minimum language assistance provided in the official languages of the Games (English, French, Spanish, Russian, Arabic, and Mandarin Chinese).

3.1.2 Constituent Groups Provided

Language Co-ordinators will manage the language effort at venues and prioritise the use of language volunteers who will assist anyone related to the Games in the following priority order:

Medical Staff – will have priority call on language services

Head of Delegation (HOD) – will have a DAL assigned to them whose primary role is to assist them but also help athletes, coaches and other official members of the delegation. There will be simultaneous interpretation in the six official languages of the Games provided at the daily HOD meeting.

Delegates – will have access to the DAL and will have help from Language Escorts and Assistants

GOC staff and volunteers – will have access to language assistance in all venues and are next in line for assistance after those outlined above, unless there is an urgent need to convey information

Families – will have access to language assistance in sports venues and are next in line for assistance after those outlined above

Guests – will have access to language assistance at sports venues and other special events venues and are next in line for assistance after those outlined above

Media – will have access to language assistance at sports venues and other special events venues and are next in line for assistance after those outlined above

Spectators - will have very limited access to language assistance at sports venues and other special events venues and are next in line for assistance after those outlined above

Translation is available in official languages of the Games for all previously agreed material being sent out by GOC.

3.1.3 Types of Venues

Accommodation venues – Language Co-ordinators and Deputy Co-ordinators, DALs, Language Assistants, Access to Multi-lingual Switch Board

Competition venues – Language Co-ordinators and Deputy Co-ordinators, Language Escorts, Language Assistants, Access to Multi-lingual Switch Board

Airports – Language Co-ordinator and Deputy Co-ordinator, DALs, Language Assistants, access to multi-lingual Switch Board

Special Events – Language Co-ordinator, Language Assistants, Access to multi-lingual Switch Board

Ceremonies – Language Co-ordinator and Deputy Co-ordinators, DALs, Language Assistants, access to multi-lingual Switch Board

After Action Comments

- **Although it was clearly outlined that guests were down the priority listing from athletes and family members in terms of getting language assistance; in reality, many delegations are supremely aware of their Guests and demand a lot of attention for them**
- **Very broad scope (basically across every venue and operation type) meaning we were spread quite thin in some venues**
- **Healthy Athlete is a wonderful programme and we worked together to try and create a rolodex of questions in each of the official languages, but it is nonetheless a big drain on language resources**
- **Provided assistance for Observer programme, Global Youth Summit and other last minute requests**

After Action Recommendations

- **Would suggest that in Delegation Updates it is made very clear to delegations and HODs that Guests (and Media) do not get priority access to Language Services**

3.2 Description of Operations

Accommodation Only Venues

- There will a Language Co-ordinator and Deputy Co-ordinator position split into two shifts from 6am to 2pm and 2pm to 10pm.
- In this way, there will be a Language Services contact person on-site while the buses are loading in the morning, for delegation members who decide to stay in the venue during the day and also for entertainment in the evening.
- There will be a French / Spanish / German / Italian speaker (as needed and depending on delegations in each accommodation) located at the Front Desk. These language volunteers will be cross- trained in Accreditation / Delegation

Services / Front Desk so that they are useful even if their language skills are not called on very often.

- The Language Co-ordinator will be based in the VOC (with access to a land line telephone) and will have a list of volunteers who speak the languages of the delegation present in the venue.
- In the event of language assistance being needed in the venue, the Language Co-ordinator should be contacted.
- They will get in touch with a volunteer who speaks the language needed to provide assistance, either in person or by phone.
- Language Co-ordinators will also have access to the Multi-Lingual Switchboard which will provide at minimum language assistance in the official languages (French, Spanish, Arabic, Russian and Mandarin Chinese).
- We will try to provide Language Assistants at the accommodation venues on the 20th (this needs to fit around language needs at Head Coach Meetings on that day) to assist the delegations settling in.
- We would also hope to have generic menus available for all languages needed at the venue.
- A glossary of accommodation and catering terms in several languages will also be available at each venue.
- The DALs will be on-site overnight so we do anticipate any other language presence from 10pm to 6am.

Sports Only Venues

- There will be a Language Co-ordinator based in the VOC with access to a land line telephone.
- Each team will be assigned a Language Escort who will go to volunteer check-in and then go to the athlete lounge where they will be picked up by the Head Coach of their team. Each Language Escort will be provided with a sign to indicate which team they are allocated to on the first day of competition or at the Head Coaches meeting.
- They will stay with the team throughout the day and can accompany them from the venue to other Special Olympics events (e.g. Healthy Athlete), using the Inter-Venue Shuttle. Before leaving the venue they need to check out with the Language Co-ordinator.
- Language Co-ordinators at each venue will have contact details for all Language Escorts whose teams are competing at the venue.
- French / Spanish / German / Italian speakers will be accessible to the public information desk (and will receive some cross-training in Information Services so that they are useful even if their particular language skills are not being used constantly throughout the day).
- For languages not commonly taught in Ireland, the Language Escort may be requested to assist with families / media requests for language assistance as long as they are not needed by their team and this is at the discretion of the Language Co-ordinator.

RDS – Multiple Sports and Other venues

- There will be one Language Co-ordinator feeding into the venue team and based in the Lansdowne Room. They will have a team of Language Assistants available to respond to requests for language assistance. They will be the key contact for requests for language assistance for Healthy Athlete.
- There will additionally be 2 Deputy Co-ordinators, one for Power lifting and one for Simmonscourt who will report into the overall Language Co-ordinator. Each co-ordinator will have Language Escorts for their area checking out with them.

Ceremonies

There will be one Language Co-ordinator and four Deputy Co-ordinators and for Opening Ceremonies, there will be 70 Language Assistants. The DAL's will also parade with their delegations and will be easily identifiable given their sky blue uniforms. They will be given training on what will be asked of them during the ceremony and will attend the venue walkthrough on the evening of the 20th of June.

Entertainment and Other Special Events

Where Entertainment takes place in the Accommodation venue, the Language Co-ordinator is the contact point for Language Services. In outside venues, there will be a Language Co-ordinator supplied and they may have some language volunteers to assist with any incidents that may arise

Families, Guests and Media

- As the RDS holds at least one main centre for all of these Functional Areas, they can access language assistance from the pool of language assistants based in the Lansdowne Room by requesting help from the Language Co-ordinator
- We will provide dedicated language help at Family Registration in the RDS from 18 – 21 June and at Fingallians GAA Club for the meeting of Host-A-Family participants with their Irish Hosts.
- At other sports venues, if a family member is in need of language support, the request will be directed to the Language Venue Co-ordinator, who will attempt to locate a language escort or assistant from the pool available at the venue. If there is no resource available on-site, the Language Venue Co-ordinator will attempt to source a language resource by telephone.
- The provision of Language Services for Guests will again depend on the take-up from foreign nationals and their language needs.
- The provision of Language Services for media will depend on the take-up from foreign nationals and their language needs.

Airports

- There will be a Language Co-ordinator at each of the official Games airports.
- DAL's will check in with the Language Co-ordinator and will go airside in Shannon and Dublin airport to meet with their delegations and assist with any language issues and indeed the separation of families and delegations at the air

gate and before customs. DAL's will be required to go to the airport before operations commence to attain their airside clearance from airport authorities.

- DAL's will not go airside in Belfast airport.
- In as far as possible, we would like to provide Language Assistants at the Athlete Lounge and these would be made up of Language Escorts who would get a day pass for the airport and come for the three hour window that the delegation is in the Delegation Welcome Centre, while the DAL and HOD are sorting out accreditation for the delegation. They will assist the Meet and Greet Volunteers in the Delegation Welcome Centre.

After Action Comments

- **Many language volunteers, once initially involved, got so enthusiastic that they took on more than they had originally agreed to do (we had one lady helping at the airport, ceremonies, sports and evening entertainment) which was particularly useful for languages not commonly spoken in Ireland**
- **At accommodation venues, we generally tried to provide at least one person who spoke the language of each of the delegations based there and generally, there was insufficient space to put them at the front desk so Language Services was based in a different area in each venue**
- **It was important for the Language Co-ordinator to work with the overall venue team and when athletes left each morning, many language assistants helped during their down time preparing banners and games for evening activities**

After Action Recommendations

- **The Co-ordinators were key to the smooth running of Language Services at venues and benefited from specific Co-ordinator training which ran through how language services would work at each type of venue, the numbers we had for each language, specific intercultural training given by a professional interpreter to help them should any difficult situations arise**
- **Make sure your Language Co-ordinators know what language resources are going to be available at the venue well in advance of the Games so that they can brief the venue team and ensure they realise that language volunteers are not professional simultaneous interpreters and will therefore need anyone speaking to slow down before they can interpret what they are saying**

4 Policies & Procedures

4.1 Policies & Procedures

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LAN 1
Policy Title	Language Services volunteers may not take on the responsibility of a chaperone role
Other FAs affected	All
Signed off by	Margaret Bourke
Policy Statement	Language Services volunteers cannot be used as athlete chaperones
Additional explanation or information (optional)	

2003 SOWSG	POLICY
Lead Functional Area	Language Services

Policy Number	LAN 2
Policy Title	Access to Language Services
Other FAs affected	All
Signed off by	Margaret Bourke
Policy Statement	Access to Language Services is through the Language Co-ordinator at a venue. The priority for language assistance is given to medical emergencies, followed by sports protests, official delegates, staff and volunteers, families, guests, media and the general public. We do not guarantee to have a volunteer on-site but will endeavour to have all languages available by telephone.
Additional explanation or information (optional)	To access language services, the Language Co-ordinator should be located in the VOC.

2003 SOWSG	PROCEDURE
Lead Functional Area	Language Services
Procedure Number	2.1
Procedure Title	Access to Language Services at a sports venue
Other FAs affected	All others at Sports venue
Signed off by	Margaret Bourke
Group dealt with:	What the steps are:
Medical Emergencies	1. Each delegation will have a Language Escort assigned to them per sport who will stay with them throughout the day to assist with language issues (if they speak the language of the team)
Official Delegates	
Staff & Volunteers	

	2. If the Language Escort is not available to assist, the Language Co-ordinator (situated in VOC) needs to be contacted	
	3. The Language Co-ordinator will either find a volunteer on-site to go to the situation or locate a volunteer speaking the necessary language on the phone	
Families	1. There will be Language Assistants accessible to information desks, Family, Guest Lounges and the general public, generally speaking French, German, Spanish and Italian	
Guests		
Media		
Spectators		
	2. The Language Co-ordinator (located in VOC) needs to be contacted and they will either find a volunteer on-site to go to the situation or locate a volunteer speaking the necessary language on the phone	
Scenario:	Delegation has more than one team competing in the same sport but located at different venues	
Group:	What the steps are:	
All	If the team needs language assistance and does not have a Language Escort with them, contact Language Co-ordinator in venue	Staff or volunteer
	The Language Co-ordinator will locate a Language Assistant with the relevant language and arrange for assistance with interpretation as required. If there is a problem, the Language Co-ordinator will The Language Co-ordinator will work with Language Services HQ to locate a Language Assistant with the relevant language and arrange for assistance with interpretation as required.	

2003 SOWSG	PROCEDURE	
Lead Functional Area	Language Services	
Procedure Number	2.2	
Procedure Title	Access to Language Services at an accommodation venue	
Other FAs affected	All others at accommodation venue	
Signed off by	Margaret Bourke	

DESCRIPTION: STANDARD PROCEDURE(S)

Group dealt with:	What the steps are:	Who does them:
Delegates Staff & volunteers	1. There will be Language Assistants accessible to the Front Desk speaking some of the languages in use at the venue	Language Assistant
Delegates Staff & Volunteers	2. Where there is no Language Assistant speaking the language needed, the Language Co-ordinator based in the VOC between 6am and 10pm should be contacted	Front desk staff Delegation Services staff
Delegates Staff & Volunteers	3. If language assistance is urgently needed between 10pm and 6am, the DAL is in the accommodation with the delegation. All DAL's will have a Games mobile and will be accessible by telephone	Front Desk staff Medical Staff

DESCRIPTION: CONTINGENCY PROCEDURE(S)

Scenario:		
Group:	What the steps are:	Who does them:

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LAN 3
Policy Title	Language Services and Host Town

Other FAs affected	Host Town, Medical
Signed off by	Margaret Bourke, Fiona O'Loughlin, Annette Codd
Policy Statement	<p>DAL's will accompany their delegations to Host Town and stay with them until 20th June. There will be limited access to the Multi-Lingual Switch Board. There is no other provision from Language Services during Host Town.</p> <p>The DAL is considered an official delegate and is entitled to all Host Town facilities that official delegates are entitled to.</p> <p>If the DAL is having problems with the delegation, they should contact their cluster manager.</p> <p>If there are Host Town issues, the DAL should contact the Host Town Regional Manager who will in turn relay the information back to the GOC.</p>
Additional explanation or information (optional)	

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LS 4
Policy Title	Language Services access to the Field of Play
Other FAs affected	Sports & Competition, Accreditation, Public Safety
Signed off by	

Policy Statement	Language Services volunteers will not receive accreditation for Field of Play.
Additional explanation or information (optional)	

2003 SOWSG	PROCEDURE	
Lead Functional Area	Language Services	
Procedure Number	4.1	
Procedure Title	Language Services Access to Field of Play	
Other FAs affected	Sports & Competition, Accreditation	
Signed off by	Margaret Bourke, Johann Cardiff,	

DESCRIPTION: STANDARD PROCEDURE(S)		
Group dealt with:	What the steps are:	Who does them:
Athletes, coaches, staff	1. Field of Play are notified that language assistance is required on the field of play	Staff & volunteers looking for assistance
	2. FOP volunteer will meet the Language volunteer and escort them to the appropriate area.	Language Volunteer & FOP Volunteer
	3. FOP volunteer will escort the Language volunteer from the FOP when the issue is resolved.	Language Volunteer & FOP Volunteer

DESCRIPTION: CONTINGENCY PROCEDURE(S)		
Scenario:		
Group:	What the steps are:	Who does them:

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LAN 5
Policy Title	Access to Multilingual Switchboard
Other FAs affected	All
Signed off by	

Policy Statement	Access to the Multilingual Switchboard is through the Language Co-ordinator in the venue.
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Additional explanation or information (optional)	
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2003 SOWSG	PROCEDURE	
Lead Functional Area	Language Services	
Procedure Number	5.1	
Procedure Title	Access to Multi Lingual Switch Board	
Other FAs affected	All	
Signed off by	Margaret Bourke	

DESCRIPTION: STANDARD PROCEDURE(S)

Group dealt with:	What the steps are:	Who does them:
All	Contact the Language Co-ordinator in the venue as they are the only person with access to the Multi Lingual Switch Board	Staff & volunteers looking for assistance

DESCRIPTION: CONTINGENCY PROCEDURE(S)

Scenario:		
Group:	What the steps are:	Who does them:
All	If Language Co-ordinator cannot be found, contact MOC	Staff & Volunteer needing assistance

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LAN 6
Policy Title	Written Translation
Other FAs affected	All
Signed off by	

Policy Statement	There will be no written translation available during Games time
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Additional explanation or information (optional)	This is for insurance purposes to ensure that no volunteer is liable for wrongful translation
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2003 SOWSG	PROCEDURE
Lead Functional Area	Language Services
Procedure Number	6.1
Procedure Title	How forms will be completed with Language Assistance
Other FAs affected	All
Signed off by	Margaret Bourke

DESCRIPTION: STANDARD PROCEDURE(S)

Group dealt with:	What the steps are:	Who does them:
All	If a Language Assistant, Escort or DAL is needed to help fill out a form, they will interpret verbally but another volunteer needs to fill in the form e.g. for a complaint in Housing, the Language volunteer will interpret and the Front Desk volunteer will complete the form	Staff & volunteers looking for assistance

DESCRIPTION: CONTINGENCY PROCEDURE(S)

Scenario:		
Group:	What the steps are:	Who does them:

2003 SOWSG	POLICY
Lead Functional Area	Language Services
Policy Number	LAN 7
Policy Title	Interpretation of obscene language
Other FAs affected	All
Signed off by	
Policy Statement	Language Services volunteers will not translate obscene language.
Additional explanation or information (optional)	Language Services volunteers will interpret the general meaning and explain to the person using the obscene language that it is our policy not to interpret it.

After Action Comments

- Access to Field of Play (FOP) worked well
- Very important that language volunteers do not take on the role of athlete chaperone and this was spelled out very clearly over several training sessions

After Action Recommendations

- I would change the policy stating that language volunteers cannot provide written translation but would make it clear that they should only be translating words or one / two paragraphs, not huge tracts of text
- As you are dealing with residential care at accommodation venues, I would spell out minutely what is acceptable and what is not acceptable at accommodation venues specifically in relation to language volunteers (e.g.

language volunteers should not be in athletes' bedrooms unless for medical emergencies

5 Timeline

5.1 Milestone Summary

D	Task Name	Duration	Start	Finish	06/08
11E	All DALs on board including reserves and training underway	0 days	Mon 02/12/02	Mon 02/12/02	
12E	General DAL training finished	0 days	Sat 31/05/03	Sat 31/05/03	
18A	900 GLVs on board	0 days	Tue 11/03/03	Tue 11/03/03	
187	900 Language Assistants and Escorts assigned	0 days	Mon 31/03/03	Mon 31/03/03	
10E	General Language Training for 2003 complete	0 days	Sun 18/05/03	Sun 18/05/03	
257	Successful interpretation provided	0 days	Mon 30/06/03	Mon 30/06/03	

After Action Comments

- Need pool of reserve DALs and all other Language volunteers
- Training took up an enormous amount of time

After Action Recommendations

- Depending on how many full time staff are involved, when setting out your plan, plot timelines for training very carefully as we had large numbers in different groups who all required separate training

6 Budget

6.1 Budget Information.

After Action Comments

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After Action Recommendations

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7 Appendices

7.1 Functional Area Headquarters After Action Report

Language Services FAHQ After Action Report

Functional/Project Area:	Language Services
Manager:	Margaret Bourke
Department:	International Services

Objectives of the Language Services FAHQ:

- Provide a Language Services FAHQ phone line to deal with all administrative queries and issues relating to the operation of Language Services during the 2003 Special Olympics World Summer Games.
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- Provide a Multilingual Switchboard (MSB) for translating specific language queries where venues are unable to understand the nature of a given problem. Translations should be provided in over 50 languages within minutes of the call being made.

Main achievements in statistical format:

A total of 43 volunteers helped to man the FAHQ over a three week period from 14 June to 03July working ad-hoc 6 hour shifts. Each shift had up to 3 volunteers at FAHQ.

From 14June to 20June inclusive (during the Host Town Programme), the FAHQ was operational 24 hours (4 shifts of 6 hours). From 21June to 01July inclusive, the FAHQ was operational from 6am to midnight (3 shifts of 6 hours) and the last two days, from 02July to 03July inclusive, the FAHQ was open from 08.00 to 20.00 (two shifts of 6 hours).

How did the FAHQ work?

Training for Language Services FAHQ was given on 05June. This consisted of a 90 minutes overview of Language Services and 90 minutes FAHQ-specific training. The latter half explained how the MSB would work, how to search the volunteer database and transfer calls to Bowne Global Solutions (BGS) interpretation services.

Once operational, each FAHQ desk had a folder with Language Services coordinators contact numbers, listings of official languages spoken by each Delegation, instructions on how to use MSB and BGS and Host Town and DAL information.

Before Games week, the FAHQ queries were generally from Language Escorts or Assistants needing information. During the Games it was mostly Language Service coordinators needing certain languages at venues. For the MSB calls, we would first try and get a Language Services volunteer to translate over the phone and, if not, we would patch the call through to BGS.

All major queries were logged and at the end of each shift there would be handover between teams to explain any outstanding issues.

Results:

1. Manpower to achieve the objectives:

1. What went right in achieving the objectives from a manpower perspective:

- From the point of view of volunteer numbers, there was adequate cover at FAHQ on all shifts bar one.

▪ What went wrong in achieving the objectives from a manpower perspective:

- There was not always sufficient experience at FAHQ to deal with the nature of some of the problems during Games week. Ultimately, the best possible cover was provided given the resources available (there were only three full-time members of staff at Language Services but as these were spread across HoD meetings, Cluster Manger meetings and the sports and accommodation venues there could not always be one full-time member at FAHQ).

▪ Recommendations for future Games:

▪

It is hard to make recommendations for future Games as it is difficult to estimate the demand for Language Services at non-English speaking Host countries. The fact that most delegations had at least one person with a good level of English reduced the demand for the MSB.

If the next Games were to be in Ireland, I would recommend some changes. As can be seen from Appendix A, the peak time for FAHQ calls was during competition (22 to 29 June) and in this period three volunteers was needed. I would recommend that in the periods before and after these dates only two volunteers would be needed but all shifts need an experienced co-ordinator. Generally, the operational hours of 6am to midnight were more than sufficient and in fact 7am to 11pm should be recommended for the whole period up to the closing ceremony (the additional midnight to 6am shift used from 14 to 20 June 03 was hardly used). After 11pm and before 7am, a full-time staff

member being on call should suffice. After the closing ceremony and until the last flights depart, the FAHQ should be operational from 08.00 to 19.00.

2. Summary of main recommendations:

- **The FAHQ and MSB phone lines should be operational from 07.00 to 23.00 from the moment the first delegations arrive until the end of competition. After that, 08.00 to 19.00 should suffice.**

- **In the pre-competition period (from when the first delegations arrive to the start of competition) two volunteers per shift will suffice and during competition three volunteers per shift are needed including an experienced coordinator.**

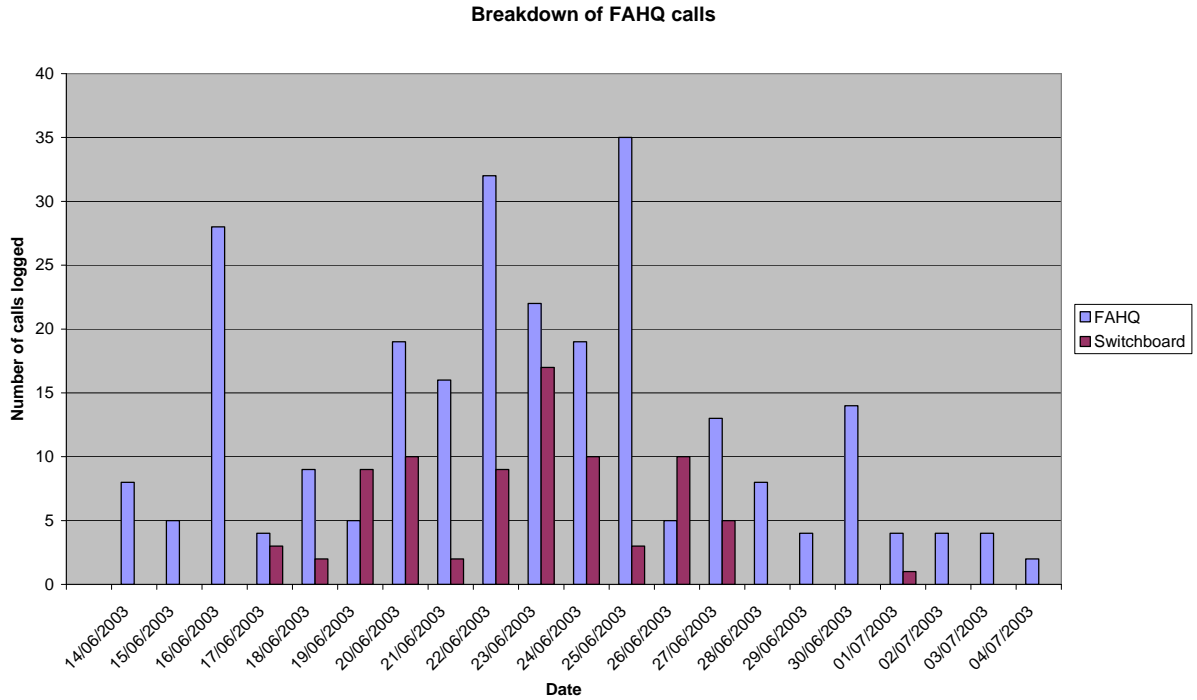
- **Ensure each shift has an experienced coordinator with a strong understanding of how Language Services operates.**

Appendix A – FAHQ /MSB Call Breakdown

▪

The chart below shows the total number of logged calls per day to FAHQ during its operational phase. From 14 to 20 June inclusive (during the Host Town Programme), the FAHQ was relatively quiet with surprisingly few calls to the MSB. Games week (22 to 29 June) was much busier with coordinators ringing to see whether additional volunteers could be sent to their venues. Specifically, Spanish, Arabic and Russian speakers were in short supply and there was a deficit of these in most venues.

In general, the MSB was not used as much as we had anticipated but whether this will be the same for future Games is hard to say as many coaches and athletes had a good level of English.



7.2. Delegation Assistant Liaison (DAL) After Action Report

Language Services DAL After Action Report

Functional/Project Area

Language Services

Manager

Margaret Bourke / Gillian Maxwell

Department

International Services

Objectives of the Functional Area/Department:

To recruit and train 170 DAL's, one for each Delegation.

To recruit and train Cluster Managers

Main achievements in statistical format:

- Recruited 167 volunteer DAL's
- 70% recruited one year out from games and available for the HoD seminar in July 2002.
- Recruited 12 Cluster Managers, 2 for each of the six geographical regions, based around accommodation venues.
- 40 Different Nationalities with 57% being Irish.
- 1 drop-out during games time.
- 83% spoke the language, or one of the principal languages, of the Delegation

Results:

1. Objectives

▪ What was right about the objectives

Very simple and clear about the job to be done

▪ What was wrong about the objectives

- An important part of the role was education of Delegations, GOC and other volunteers what the role of the DAL was. Many FA's presumed that the DAL could do various roles. Sometimes creating problems as they were asking the DAL to do something which was the role of the HoD.
- Did not allow for a reserve pool of DAL's for attrition during the year and many Delegations that did not confirm their attendance nor register until very close to Games time.
- Did not detail how much, and what sort of training was to be required.
- Did not include creation of DAL manual, which was important during games time as a tool for reference. This allowed any changes made by the FA's in the last couple of months to be included.
- Managing expectations of the DAL's was an important part of the role – many expected up-to-date information immediately. In 60% of the delegations we were able to assign the DAL and give them the HoD's contact details, but in the rest of the cases;
 - - The DAL changed, the HoD changed
 - We had no contact details for the HoD
 - The HoD changed
 - The
 -
 - As Delegation did not confirm registration until very late

This created a sense of unease and inequality amongst the DAL's as there was a group who did not know where they were assigned. It was very important to remember that they were individuals as opposed to a group.

- **Recommendations for future games regarding these objectives**

-

Agree with FA's early on the tasks that they need the DAL's to assist them with and be prepared that these will change and grow during the lead-in period. Get agreement from each FA when they will train the DAL's – most will want to do so in the month pre-games, which may be too late.

Communication with the DAL group is very important – we created a bi-weekly email that went out with any updated information and recap of training that was carried out previously. Initially we had planned to do this through a web-page, but not every-one had access to the web and this would have required more resources and budget.

Recruit the Cluster Managers at an earlier stage. This could be difficult as most people who volunteered at the early stage really wanted to be DAL's and would not have been as interested in a management role. Our Cluster Managers were crucial during games time as we did not get out to the venues, they were there most evenings and the DAL's felt supported! We recruited 4 a year out and the rest closer about three months before the games.

2. Manpower to achieve the objectives:

What went right in achieving the objectives from a manpower perspective:

We recruited 70% of DAL's a year before the games and this was great as we had a core of committed volunteers.

We recruited 12 terrific Cluster managers who were happy to 'get on with it' and needed very little looking after.

Training started before National Games in July 2002. We had a training day, one Saturday each month. These days ran from 10.00 am to 16.00 and were the same time and the same venue each Saturday. We planned the dates a year in advance and did not change any of the dates, so we had very high turnout for all of the sessions.

Having this training from early on meant that we created a sense of group that carried on right through the games. This meant that DAL's that were in the same accommodation venue used each other for support and were able to pass information on to one another.

The quality of our trainers and the quality of the content of the training programme was excellent.

I feel that the DAL programme fell between Delegation Services and Language Services and it was key that a strong relationship was built up between our two FA's.

▪ **What went wrong in achieving the objectives from a manpower perspective:**

The Cluster Managers should be recruited earlier and encouraged to get more involved with preparation of the DAL programme. We should have recruited a volunteer co-ordinator.

Another member of staff would have been great as many of our plans to enrich both the Language Services plans and the DAL plans had to be scrapped as we did not have sufficient resources.

This would have also been great for transmitting information to the DAL's during games-time. If we needed messages passed out to the DAL's we did so through the Cluster Managers, but it would have been great to create a news-sheet to be distributed out through Delegation Services at the accommodation venue each evening. We had a very small budget for the training and this meant that we had to rely on a lot of good-will from trainers and for resources and venues.

There were many things that we trained for that did not happen, and there were many things that we could never train for – this was not a major issue as we had some very intelligent, flexible volunteers who were able to work with it.

The problems that happened with Registration had a direct effect on us as it meant that we could not give any accurate information to the DAL's until very late in the day.

▪ **Recommendations for future games:**

I would like to recommend that there be a pool of DAL's not assigned to any delegation until the last moment – but I think this would be unfeasible as managing their expectations would be very difficult and require many man-hours.

Start the training as early as you can, as it creates a sense of group and gets key messages indoctrinated.

The more staff or volunteers that can commit to regular time slots the better. Volunteers that give an afternoon here and there can often be more work than relief. Break down the work and give each volunteer a

specific task that they do repeatedly and that way you do not have to take time out each time to show them what to do!

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