



XIII Special Olympics World Summer Games ATHENS 2011



Special Olympics
WORLD SUMMER GAMES
ATHENS 2011

Delegation Services Volunteer Handbook

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Foreword

Dear SOWSG ATHENS 2011 Delegation Services Volunteers,

The spirit of the ATHENS 2011 Games is encompassed in Apollo, the Games Mascot. The Sun is the symbol of optimism, joy and glory. The suns' light and warmth are considered a source of life and happiness. Its selection as the Mascot of the Special Olympics World Summer Games ATHENS 2011, aims to convey the message of joy and optimism towards all athletes and that we are ready to welcome the athletes to Greece with a big warm embrace.

By undertaking the responsibility of your role you have joined the Games Organizing Committee (GOC) on the task to organize successfully the Games and to provide Delegations arriving from across the globe with an unforgettable experience.



The significance of your participation as volunteers has already become apparent. It is an inspiration, an incentive, an impulse for everyone; you have inspired friends, family, colleagues, and classmates, approached strangers talked with passion of the Games and volunteerism, you have invited them to join you as volunteers, to attend the Games and with you to endorse the values of the Special Olympics Movement. You are already helping Special Olympics Programs fulfill their task to integrate people with intellectual disability within society.

We would like to wholeheartedly thank you for undertaking the task to support the Delegation Services Department during the SOWSG ATHENS 2011. Together, with patience, flexibility, dedication and cooperation we will support the Games Organizing Committee, ensuring that all Delegations will enjoy this unique *Blue and White* experience.

Lastly yet not least, please remember to not get lost in the responsibilities of your role, but to enjoy the Games and the experience of being part of such a large event. Watch the Games, cheer for the athletes, and interact with everyone from Delegation members and GOC staff to spectators and sponsors.

We wish you all, success and to enjoy the Games!


Delegation Services


Introduction to the Delegation Services Volunteer Handbook

The Delegation Services Volunteer Handbook is designed to serve as a comprehensive guide and reference book for the Delegation Assistant Liaisons, Delegation Assistant Liaison Team Leaders and Delegation Services Agents. It complements the Volunteer Training Manual and all the training sessions that you have attended and draws your attention to key points. It will describe the role and responsibilities of the Delegation Services Department during the Games highlighting duties and interactions with other Games Functional Areas on Games services and operations.

It is advisable to keep this handbook with you for reference during the whole period of the Games. Read this manual carefully and review it as often as you can prior to the commencement of your role. Do not wait until the Games begin, Delegations will have hundreds of questions as of the moment of their arrival and there won't be enough time to catch-up on missed information. Good preparation will allow you to enjoy the Games and feel comfortable in the responsibilities that you have undertaken as it will give you the ability to respond methodically to Delegation queries.

The following symbols will help you to pick-out important information:



 **Black diamond – important note – absolutely do not forget this!**

- Apollo holding banner with word – *Note*
- Apollo holding banner with word – *Tip*
- Apollo holding banner with word – *Reminder*
- Apollo holding banner with word – *Caution*

Delegation Services DAL Team Leaders, Regional Co-ordinators and Delegation Services Accommodation Venue Supervisors will always be at your disposal to answer questions and to provide you with further information for Delegations and Games wide operations.

For the compilation of this Handbook we have included references from the Ireland 2003 Special Olympics World Summer Games DAL Handbook for interpretation techniques, handling conflict and preparing for the Games as we couldn't have said it any better!



Acronyms and Abbreviations

AIA:	Athens International Airport
ASF:	All-Star Fans
AHOD:	Assistant Head of Delegation
APB:	Achieving Personal Best
DAL:	Delegation Assistant Liaison
DSC:	Delegations Services Center
DWC:	Delegations Welcome Center
EOT:	Greek National Tourism Organization
ELPA:	Automobile and Touring Club of Greece
ELTA:	Hellenic Post Office
GYAS:	Global Youth Activation Summit
GMS:	Games Management System
GHQ:	Games Headquarters
GOC:	Games' Organizing Committee
HOD:	Head of Delegation
HTP:	Host Town Program
IGM:	International Global Messenger
ITO:	International Sports Official
KTEL:	Inter-urban domestic buses
LETR:	Law Enforcement Torch Run
LOC:	Local Organizing Committee (Host Town Program)
MATP:	Motor Activities Training Program
MEDOC:	Medical Operations Center
MMC:	Main Media Center
MOC:	Main Operations Center
MVP:	Most Valuable Player
OAKA:	Athens Olympic Sports Complex
OASA:	Athens Urban Transport Organization
OSE:	Hellenic Railways Organization
OTE:	Hellenic Telecommunications Organization
SEF:	Peace and Friendship Stadium
SID:	Sports Information Desk
SOI:	Special Olympics International
SOAF:	Special Olympics Africa
SOAP:	Special Olympics Africa
SOEA:	Special Olympics East Asia
SOEE:	Special Olympics Europe Eurasia
SOLA:	Special Olympics Latin America
SONA:	Special Olympics North America
SO MENA:	Special Olympics Middle East and North Africa
SOOPA:	Special Olympic Officials Programs for Athletes
SOV:	Special Olympics Village(s)
SOWSG:	Special Olympics World Summer Games
TD:	Technical Delegate
UDAC:	Uniform Distribution and Accreditation Center
USE:	Unity Sports Events
VAPP:	Vehicle Access and Parking Permit
VMC:	Venue Media Center
3PL:	Third Party Logistics Provider





1. Special Olympics Movement, Special Olympics Programs & Delegations

1.1 Definition of terms

Special Olympics

Special Olympics is a non-profit organization that was officially founded in 1968, giving form to the vision of its founder, Eunice Kennedy-Shriver.

In the year 1968, in Illinois, U.S.A. the first International Special Olympics Summer Games took place with 1,000 athletes with intellectual disability participating from 26 states of the U.S.A. and Canada.

In December 1971 Special Olympics received from the U.S.A. Olympic Committee and the International Olympic Committee the privilege to be among the two organizations in America with the right to use the title "Olympics".

From then on and until today, Special Olympics have evolved into a Global Movement with 229 Accredited Special Olympics Programs across 170 countries worldwide, with regional offices around the world, located in China, Egypt, Ireland, Panama, Singapore, South Africa and the United States. Special Olympics offer, mainly through sport, the opportunity to 3.7 million athletes with intellectual disability to reinforce their self-esteem, to discover their abilities and to become active members within the community,

Special Olympics International guides the local, area, state/provincial and national Accredited Special Olympics Programs around the world. A volunteer Board of Directors determines international policies and is composed of business and sports leaders, athletes, Special Olympics athletes, educators and experts in intellectual disability from around the world. The seven Regional Offices are headed by Managing Directors, who support the on-going growth and development of the Special Olympics Programs in the Regions, providing meaningful training and competition opportunities for persons with intellectual disability.

The Special Olympics mission remains as vital today as it did when the Movement was founded in 1968. Through the power of sport, Special Olympics strives to foster the acceptance and inclusion of all people.

Accredited Special Olympics Programs:

- Promote sport for people with intellectual disability, offer opportunities to develop skills, support social integration, and formulate educational programs for members of SO but also of the public in general.
- Are responsible for the composition and preparation of the Delegation that will participate at the Games. A Delegation consists of the athletes, coaches, Head of Delegation and may include other staff members such as medical and technical staff.

7 Special Olympics Regional Offices

Special Olympics Africa - SOAF	27
Special Olympics Asia Pacific - SOAP	23
Special Olympics East Asia - SOEA	5
Special Olympics Europe/Eurasia - SOEE	58
Special Olympics Latin America - SOLA	20
Special Olympics Middle East/North Africa - SO MENA	23
Special Olympics North America - SONA	79

In the SOWSG ATHENS 2011, 171 SO Accredited Programs will participate:

Total SO Accredited Programs per Region

Special Olympics Africa	22
Special Olympics Asia Pacific	23
Special Olympics East Asia	5
Special Olympics Europe/Eurasia	58
Special Olympics Latin America	19
Special Olympics Middle East/North Africa	23
Special Olympics North America	21



A Delegation may consist of the following:

- Athletes (Aa)
- Unified Partners (Au)
- Coaches (Head Coach: AHc and Assistant Coach: Ac)
- Delegates (Head of Delegation (HOD), Assistant Head of Delegation (AHOD))
- Additional Staff (AS) - serve as extra staff, coach, doctors, media etc.

The Delegation size can vary greatly - from 5 to 500 members and each Delegation participates in any number of the 30 Summer and Winter Olympic-type individual and team sports of the Special Olympics.

At the SOWSG ATHENS 2011 the athletes will have the opportunity to participate in 22 of the 30 Olympic-type sports.



1.2 Delegation Responsibilities

1.2.1 Heads of Delegations (HODs)

The HODs are responsible for the successful preparation of the Delegation that will participate at the SOWSG ATHENS 2011. They are expected to work closely with the GOC to ensure that Delegation members will be provided with opportunities to maximize their potential while participating at the SOWSG ATHENS 2011.

The Delegation Services Department is responsible for communication with the Accredited SO Programs and the nominated HODs during the preparatory and Games Time period.

During the Games HODs are expected to undertake the following responsibilities:

- Coordination of the Delegations travel arrangements to Greece for the Games. If the Delegation arrives at the Athens International Airport, HODs are responsible for handling all necessary arrival formalities (passport control, baggage collection) and for cooperating with the GOC staff in order to complete these formalities successfully.
- Verify and sign registration documents upon arrival in Athens at the Delegation Welcome Center (DWC). Confirm with the GOC Credential Department that all credential cards received are correct. If there are mistakes, HODs should notify the GOC in order to re-issue correct ones.
- Coordinate with the GOC staff the Delegation check-in procedure at the official accommodation venues.
- Attend the HOD Advanced, as well as the Daily HOD Meetings, and ensure that the information provided during these meetings is distributed to the members of the Delegation accordingly.
- Cooperate with the GOC with regards to the Delegation participation at the Opening and Closing Ceremonies of the SOWSG ATHENS 2011.
- If a member of the Delegation requires medical care and/or needs to be transferred to a hospital, the HOD cooperates with the GOC and makes sure that this person is accompanied by a coach or the AHOD.
- Ensure that Delegation members comply with the rules that apply at the accommodation and competition venues, such as :
 - The consumption of alcoholic beverages and / or controlled substances is prohibited.
 - The use of any tobacco products at all venues is prohibited.
 - Inappropriate contact with athletes or volunteers is prohibited.

Head of Delegation Entitlements during the SOWSG ATHENS 2011.

- A single room in one of the Delegations' respective accommodation venues.
- A mobile phone and a Greek number (it will be delivered upon arrival in Athens).
- A designated car and a volunteer driver, available on shifts from 06:30 till 20:30. Vehicles will be driven by the assigned drivers only, with a mid-day break between 13:00-14:00 for shift change.
- Invitation to participate in various social and entertainment events as specified by the Games Agreement.

1.2.2 Coaches

Coaches participating at the SOWSG ATHENS 2011 must accept and carry out the following responsibilities.

Coaches:

- Are responsible for the general welfare, health and safety, and conduct of each athlete under his/her direct supervision.
- Abide by the clauses and spirit of the rules and are responsible for conducting themselves in a sportsman-like manner at all times. Profanity, taunting and other forms of poor sportsmanship are subject to immediate exclusion from competitions.
- Ensure that Delegation members are present before boarding the official Games Transportation Shuttles.
- Are familiar with all existing Special Olympics and International Governing Body competition rules and regulations, applicable to their sport, inform athletes of the rules and prepare them in accordance to these rules.
- Ensure that athletes compete in events within their sport that challenge their potential and are appropriate to their ability.
- It is their duty to be honest and instruct athletes to compete with maximum effort in all competitions, in accordance to the Special Olympics Divisioning Rules.
- Are responsible for ensuring that the entry scores and scores achieved during Divisioning reflect accurately the ability of the athletes. If, for any reason, the coach does not consider this assessment or score correct, it is the coaches' responsibility to notify the competition management staff.
- Ensure that each athlete has the opportunity to participate in every Game (according to the rules of that sport).
- Treat athletes, volunteers and competition officials with respect and communicate in a courteous manner.
- Have a copy of the Special Olympics Rules and International Governing Body Rules for the sport.
- Report all emergencies to the appropriate authorities after taking immediate action to ensure the health and safety of athletes and other Delegation members.



- Attend all coaches' meetings as scheduled.
- Carry with them copies of athlete medical information at all times.
- Provide athletes with 24hr supervision in cooperation with other Delegation members.
- Ensure that athletes bear their credential cards at all times.
- Ensure that athletes are properly attired.
- Ensure that athletes report to competition areas on time.
- Assist the counting of luggage and personal items, when necessary.
- Encourage and support athlete participation in other activities, such as the Healthy Athletes Program.
- Assist in maximizing the benefits achieved through participation.
- Help ensure that athletes are in the right place at the right time for special events.
- Know the medical history of all athletes under their supervision, and ensure that prescribed medications are taken at the appropriate times.
- Accompany at all times the athletes under their supervision in case an athlete needs provision of medical care and/or needs to be transferred to a hospital.
- Ensure that Delegation members comply with rules that apply to the accommodation and competition venues, such as:
 - The consumption of alcoholic beverages and / or controlled substances is prohibited.
 - The use of any tobacco products at all venues is prohibited.
 - Inappropriate contact with athletes or volunteers is prohibited.
 - Ensure that all athletes understand the Athletes' Responsibilities listed below.

1.2.3 Athletes

Athletes participating in the SOWSG ATHENS 2011 must accept and carry out the following responsibilities.

Athletes:

- Abide by the clauses and spirit of the Special Olympics Rules and are responsible for conducting themselves in a sportsmanlike manner at all times. Profanity, taunting and other forms of poor sportsmanship are subject to immediate exclusion from competition.
- Participate honestly and with maximum effort in all Divisioning and/or finals.
- Are familiar with the existing Special Olympics and International Governing Body Rules and regulations applicable to their sport and are prepared for competition in accordance to these Rules.
- Respect all competition facilities and equipment.
- Treat all athletes, volunteers and competition officials with respect and communicate in a courteous manner.
- Treat their opponents with respect and communicate in a courteous manner.
- Are aware that the consumption of alcoholic beverages and / or controlled substances is prohibited.
- Are aware that the use of any tobacco products at competition venues is prohibited.
- Are aware that inappropriate contact with athletes or volunteers is prohibited.





2. Delegation Services Department

The role of the Delegation Services Department is to act as the primary liaison and the sole point of contact between the Games Organizing Committee (GOC) and the Special Olympics Delegations, for the period leading up to the Games and during the Games. The mission of the Delegation Services Department is to ensure that channels of communication are open between Delegations and the GOC prior and during the Games and that the Games will be an unforgettable experience for all Delegations.

2.1 Objectives

- To create a positive and professional platform of communication between the participating S.O. Delegations and the various Functional Areas (FAs, such as Host Town Program or Transport services) of the GOC. DS facilitates communication between the S.O. Delegations and GOC FAs ensuring the prompt and accurate flow of information.
- To facilitate in the best manner possible the provision of up-to-date information to participating Delegations as well as GOC FAs (FAs and Delegation information respectively) and offer assistance with regards to Delegation planning and participation at the Games.
- Strive to ensure that Delegations' requirements are incorporated into the planning of the relevant FAs and that the level of service represents their needs as much as possible.
- To provide a welcoming and accommodating environment to all Delegations and to ensure their safe arrival at their final Games destination.
- To develop an atmosphere of inclusion, integration, and learning for each Delegation taking part in the Games.
- To provide highly skilled and well trained Delegation Services volunteers (Delegation Assistant Liaisons – DALs and Delegation Services Agents).
- To organize the HOD Seminar before the Games and the Games Time Advanced HOD Meeting and Daily HOD Meetings.
- To work closely with the Host Town Program in order to provide a highly successful Host Town experience for each Delegation.
- To enable visiting Observers to gain a behind the scenes perspective of the operational aspect of the Games.

2.2 Delegation Services Games Time Responsibilities

2.2.1 Greeting Delegations

Arrival at the Athens International Airport “El. Venizelos”

The GOC expects that the majority of Delegations will arrive in Athens through the Athens International Airport (AIA) “Eleftherios Venizelos”.

The welcome of Delegations and smooth process of arrivals within the airport falls under the responsibility of Delegation Services.

Welcome services at the airport will be offered from June 17 to June 24, 2011. The majority of Delegations are expected to arrive in Athens on the 19th and the 20th June, 2011.

On arrival at the Athens International Airport, the Delegation Services staff and volunteers will meet and greet all Delegation members, immediately after their disembarkation. They will accompany/direct them through the completion of all necessary airport formalities to the designated transportation area for their transfer to the Delegation Welcome Center (DWC).

Delegation Services will operate two Information/Welcome Desks at the airport (one in each baggage reclaim area). Delegation Services Agents and Delegation Assistant Liaisons will meet and greet arriving Delegations at the airport arrival halls and luggage carousels. Delegation Services Agents will provide directions and assistance while DALs will accompany the Delegation.

Delegations will be accompanied/directed through the designated Special Olympics Delegations’ Exit to the transportation load zones outside the terminal in order to be transferred to the Delegation Welcome Center (DWC) with the use of the dedicated GOC shuttle bus service. The maximum traveling time from the airport to the DWC will not exceed five minutes.

Arrivals and Departures Information:

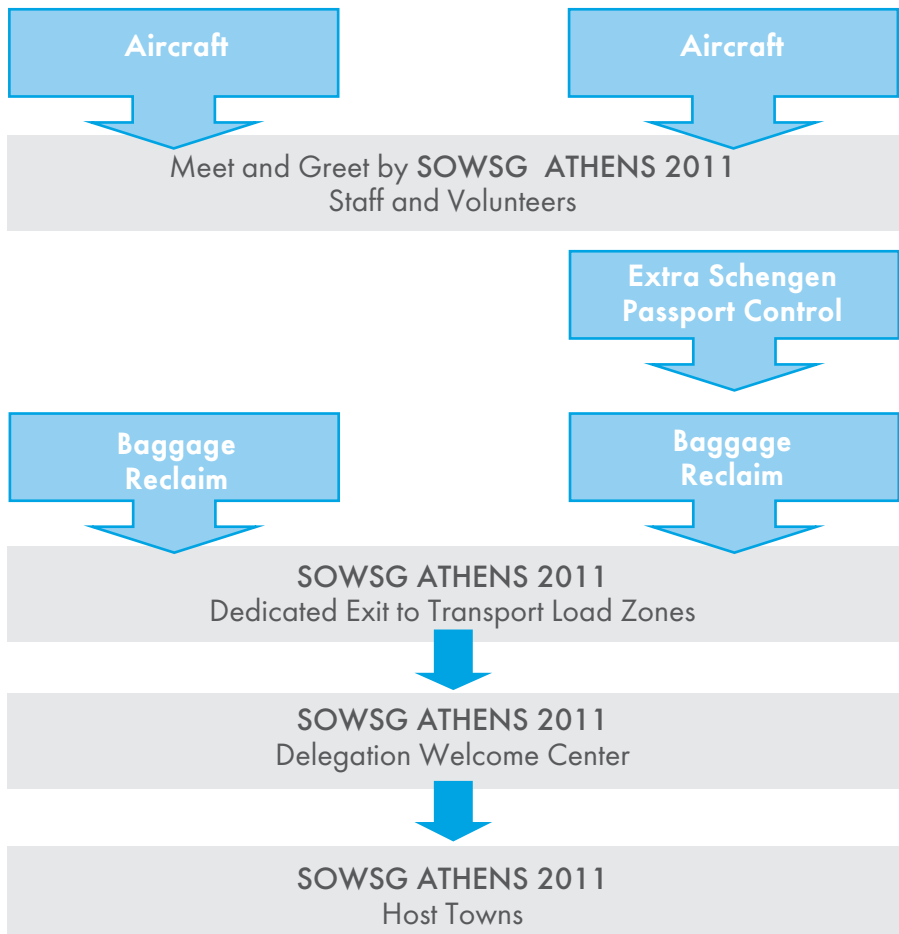
- On the 17th and 18th of June a number of arrivals will take place.
- On the 19th of June 80% of arrivals will take place. All Delegations that will be hosted in Rhodes Island and Crete have been advised to arrive on the 19th of June before 16:00 hours in order to be transferred to the Port of Piraeus for the departure to the islands.
- On the 20th of June Delegations that will be hosted in Host Towns on Greece’s mainland will be arriving.



- On the 24th June, 2011 at the Athens International airport the GOC expects the arrival of:
 - All Delegations that were hosted in Cyprus during the Host Town Program.
 - Delegations that did not participate in the Host Town Program.
 - Other Delegations that will return by air from the Host Town.

Logistically this signifies an enormous load for airport operations and a very busy time for all GOC staff and volunteers. It is therefore of utmost importance that volunteers follow instructions strictly and are familiar with access rights.

Arrival Process Diagram



2.2.2 Delegation Confirmation Registration Process – Delegation Welcome Center (DWC)

The Delegation Welcome Center (DWC) will operate at the Metropolitan Expo Building, a facility located close (2km approximately) to the Athens International Airport (<http://www.metropolitanexpo.gr>).

Days of Operation:

18.06.2011 – 24.06.2011

On 18,19,20 and 21 of June 2011 it will operate on a 24 hours basis. On the 24th of June 2011, it will operate for Delegations that did not participate in the Host Town Program and for those hosted in Cyprus during the Host Town Program (20-24/6/2011).

A shuttle bus system will connect the Athens International Airport and the DWC.

The DWC will offer all Delegation members the following:

- Reception of Delegation members.
- Real Time issuing of credential cards for Delegation members.
- Host Town Program Information.
- Allotment and rooming list confirmation.
- Handover of documentation and equipment.
- Transfer process to the Host Towns.

While waiting for Delegation departures to the Host Town destinations, GOC staff and volunteers will assist Delegation members and will provide:

- Light snacks, water and refreshments.
- Entertainment activities and shows.
- Medical services.

Upon arrival at the DWC athletes, coaches and other members of the Delegation will be accompanied to a designated area according to their Host Town destination.

The HOD will be directed/accompanied by the DAL to the Registration Area to conduct the Delegation Registration Confirmation Process.



2.2.3 HOD Meetings

The purpose of the HOD Meeting is to provide HODs and/or Assistant HODs with information concerning daily operations of the Games. HODs or Assistant HODs will have the opportunity to raise issues affecting more than one Delegation and express their concerns and opinions for Games-wide matters. All official announcements related to the Delegations will be made during the Daily HOD Meetings.

Participation is mandatory for the HOD of each Delegation. Check-in and registration will be completed before the commencement of each Meeting.

Only the HODs, Assistant HODs, SOI representatives, authorized GOC Functional Area representatives and DALs will be entitled to attend the Daily HOD Meetings. The official language of the meetings is English. Simultaneous translation will be available in the following languages: Arabic, French, Mandarin Chinese, Russian and Spanish.

2.2.3.1 Advanced HOD Meeting

Saturday June 25th, 2011 at 09:00-12:00

Venue: Conference hall of the Ministry of Health and Social Solidarity- adjacent to the HELEXPO PALACE ATHENS building.

The purpose of the meeting is to cover topics such as:

- Opening Ceremony - procedures for transportation, staging, meals, medical needs, Athlete Parade.
- Competition and non-competition activities and services – information of any changes. This is the ideal opportunity to communicate these to HODs.
- Games Time communication procedures between the GOC and Delegations – Role of the HOD and his/her team (what the GOC expects from HODs).
- Role and responsibilities of the DAL – what HODs can and cannot request/expect from a DAL.
- Healthy Athletes Program (facility, access, procedures, operations).
- Review of the Games' Calendar.

2.2.3.2 Daily HOD Meetings

Venue : HELEXPO PALACE ATHENS, where the Healthy Athletes Program will take place (Level E – Room E1).

- Delegation Services is responsible for the co-ordination of the Daily HOD Meetings.
- The agenda of each Daily HOD Meeting will be prepared at 21:00 hours of the previous day after the collection of the “**Question and Issue Reporting Form**” and will be reviewed and agreed by an SOI representative.
- The Welcome Desk at the venue will operate daily, from 07:30 until the end of the meeting.
- Minutes of the previous days’ meeting as well as the agenda and other relevant information will be available at the welcome/registration desk at the entrance of the conference hall.

The purpose of the Daily HOD Meetings is:

- To provide HODs and Assistant HODs with information concerning daily operations of the Games.
- HODs or AHODs will have the opportunity to raise issues affecting more than one Delegation and express their concerns and opinions for Games-wide matters.
- All official announcements related to the Games will be made during the Daily HOD Meetings.
- **Only issues submitted on the “Question and Issue Reporting Form” and that affect a large number of Delegations will be addressed during the Meetings.**



Each HOD has the responsibility of attending the meetings. Attendance is mandatory in order to ensure appropriate information dissemination to all Delegation members. **Only HODs or their representatives may raise questions during the Daily HOD Meetings.**

The format will depend greatly on issues/queries that may have arisen the previous day which may need to be addressed in a formal manner. It is expected that these meetings will be clear and concise.



The Daily HOD Meetings will be held on the following dates from 08.00 to 09.00 in the morning:

Dates	
Monday	27/6/2011
Tuesday	28/6/2011
Wednesday	29/6/2011
Thursday	30/6/2011
Friday	01/7/2011
Saturday	02/7/2011
Sunday	03/7/2011
Monday	04/7/2011

2.2.4 Delegation Services Centers (DSCs)

Delegation Services Centers (DSCs) will be available in every Accommodation Venue (Special Olympics Villages and hotels) and will operate (approximately) 07:00 - 23:00 daily, under the supervision of the respective DSC Manager.

The purpose of the Delegation Services Centers (DSC) is to provide Delegations with general information and assistance. Delegations will be able to report any Games related issue, by submitting a **Question and Issue Reporting Form**. Forms will be forwarded to the DSHQ in order to respond to individually or it will be included in the agenda of the following day's HOD Daily Meeting.

Special Olympics Accommodation Venue Operations (SOV and hotels)

This section outlines the basic services and operations provided at the Accommodation Venues. Awareness and understanding of procedures within the Accommodation Venues helps support our level of service.

The SOWSG ATHENS 2011 Accommodation Venues consist of SOV 1 – 7. 1 to 6 consist of the Agios Andreas Complex, while SOV 7 is the Golden Coast Hotel in Nea Makri. Additionally there are 19 Hotels located along the Athens coastline, central Athens, Piraeus and outer Athens area.

Specifically, three separate areas will be used to accommodate Delegations (see map with venues under Practical Information):

Accommodation Area I: Agios Andreas and Golden Coast - North/Eastern Accommodation Venues will accommodate Delegations that participate in the following sports:

Sports	
• Aquatics (AQ)	• Powerlifting (PL)
• Athletics (AT)	• Sailing (SA)
• Basketball (BK)	• Tennis (TN)
• Bowling (BO)	• Volleyball (VB)
• Equestrian (EQ)	• Open Water Swimming (OW)
• Judo (JU)	• Kayaking (KA)

Accommodation Area II: South/Western Accommodation Venues

In the **South/Western Accommodation Venues** will accommodate Delegations that participate in the following sports:

Sports	
• Badminton (BD)	• Gymnastics (GY-RY / GY-AR)
• Beach volley (BV)	• Handball (HB)
• Bocce (BC)	• Roller skating (RS)
• Cycling (CY)	• Softball (SB)
• Golf (GF)	• Table Tennis (TT)

Accommodation Area III: Football Accommodation Venues

Teams that participate in Football will reside in hotels located mainly in the South/Western part of the city.

Accommodation Services will assign housing based on a number of factors:

- Every effort will be made to limit the separation of Delegations to a maximum of three locations.
- Males and females will be allocated in separate rooms.
- Members of different Delegations will not be housed in the same room.
- Each HOD and Assistant HOD will be allocated in single rooms.
- **If a Delegation is housed in more than one location, then the HOD will be asked to specify his/her preferred location.**
- Wheelchair accessibility will also dictate placement of Delegations according to the total number of wheelchair users.
- Free-of-charge Accommodation will be available to assigned Delegations from **June 24, 2011 and until July 5, 2011 at 12.00 (midday)**, one-day after the Closing Ceremony.
- Delegations departing after this date will cover their own accommodation expenses.
- All Accommodation Venues will be open 24 hours a day for persons with appropriate credential cards only.



Food Services in Accommodation Venues

Free-of-charge nutritious meals, beverages, and refreshments will be provided at regular intervals at the SO Village. No special dietary or ethnic food requests will be provided. Special requirements can be reported at the venue Front Desk. Meals at Hotels fall under the Hotels' responsibility and any special requirements can be reported accordingly at the Front Desk.

At the Special Olympics Village **three meals a day** will be provided:

- Breakfast, from **5:45 to 9:30**
- Lunch, from **13:30 to 16:30**
- Dinner, from **19:00 to 22:00**
- In some cases, the above mentioned times may change to suit competition schedules, or other Special Olympics Games related activities (e.g. Opening and Closing ceremonies).
- On the 5th of July (day of departure), only breakfast and lunch will be offered at the Accommodation Venues.

Special labels will indicate the main ingredients of the recipes and their nutritional value (calories). **Labels will be in Greek and English.**

Delegation Entertainment at Accommodation Venues

- The GOC will provide entertainment to Delegations at the Delegation Accommodation Venues. The entertainment will be athlete focused.
- The activities will be recreational, educational, and above all, fun.
- Specific information and related announcements will be provided by ATHENS 2011 Festival and Athletes' Entertainment at the Accommodation Venues.

Front Desk

The Front Desk will operate 24 hours a day and will be the first point of contact for each resident in all matters related to accommodation venue activities and services. Staff operating this service will have a thorough knowledge of the SOWSG ATHENS 2011 operating procedures and policies. Key services offered therein will include:

- Coordination of arrivals and departures
- Allotment of rooms
- Key distribution and collection
- Answering questions about room facilities and their usage
- Maintenance of room registers and authorization of room changes
- Coordination of housekeeping requests
- Coordination of maintenance requests
- Tracking lost property
- Providing information about other GOC services

Forms available at the Front Desk

1. Lost Key Form
2. Incident Report Form
3. Check-out and departure forms
4. Other

Sports Information Desk (SID)

All information distributed at the Sports Information Desk at the Competition Venues will also be distributed at the pigeonholes/trays at the Sports Information Desks located at the Special Olympics accommodation venues.

- The primary function of the Sports Information Desk is to facilitate the dissemination of information and to provide all necessary explanations with regards to processes to team officials (registered Head Coaches and Delegates).
- Team officials are encouraged to stop at the Sports Information Desk upon arrival and departure from the venue, villages and hotels to collect any updates.
- **Team officials may also approach the SID in order to obtain replacements of lost awards.**

All SIDs will have designated pigeonholes/trays for distribution of information. Information disseminated in these pigeonholes/trays includes:

• Competition schedules	• Technical forms
• Start lists / heat sheets	• Protest/appeals forms
• Results	• Coaches' meeting minutes
• Team notices	• Coaches' meeting schedules
• Practice schedules	• Transportation Schedules
• Competition updates	• Any additional pertinent information

Locations:

- Sports Venues – close to the Athletes entrance
- Special Olympics Villages
- Hotels, integrated with the Delegation Services Center

The Sports Information Desk will be situated next (or close) to the athletes' entrance, ensuring easy access to team officials/coaches.

Key Integration Points of the Sports Information Desk (SID):

The Sports Information Desk at each Competition Venue will stay in close communication with the corresponding Sports Information Desks at the Special Olympics Villages/Hotels.



- Only specific information arriving from the Competition Venues will be distributed at the pigeonholes/trays at the Delegation Accommodation Venues.
- Information will be supplied by the Competition Management Staff, Technical Delegate and Venue Director.
- All schedules will be posted 12-24 hours prior to a scheduled contest. Changes should be posted 30 minutes after a decision.

Departures: Check Out

Check out for all Delegations will take place on or before July 5th, 2011 by 12.00 hours (midday).

At the Delegation Services Centers (DSCs) the following services will be available:

- Access to PCs, printer, photocopiers by HODs/AHODs/Head Coaches/Coach
- Pigeonholes/trays for the Delegations according to the venue they reside in.
- Noticeboard: announcements will be made in accordance to the Delegation Services Department.
- Question & Issue Reporting Form.
- Tracking of all incidents (Log Book).
- Issue resolution in cooperation with the Front Desk, SOV Operations and GOC.
- Booking of meeting rooms.

Forms available at the DSCs:

1. **Meeting Room Request Form** (or entry into a slot on a meeting schedule plan). In some venues Delegations may need to use their own apartment living room area for meetings. Forms can be submitted by the *HOD/AHOD or Head Coach/Coach only*.
2. **Question & Issue Reporting Form**, forms can be submitted by the *HOD/AHOD only*.

Question & Issue Reporting Form Submission Procedure:

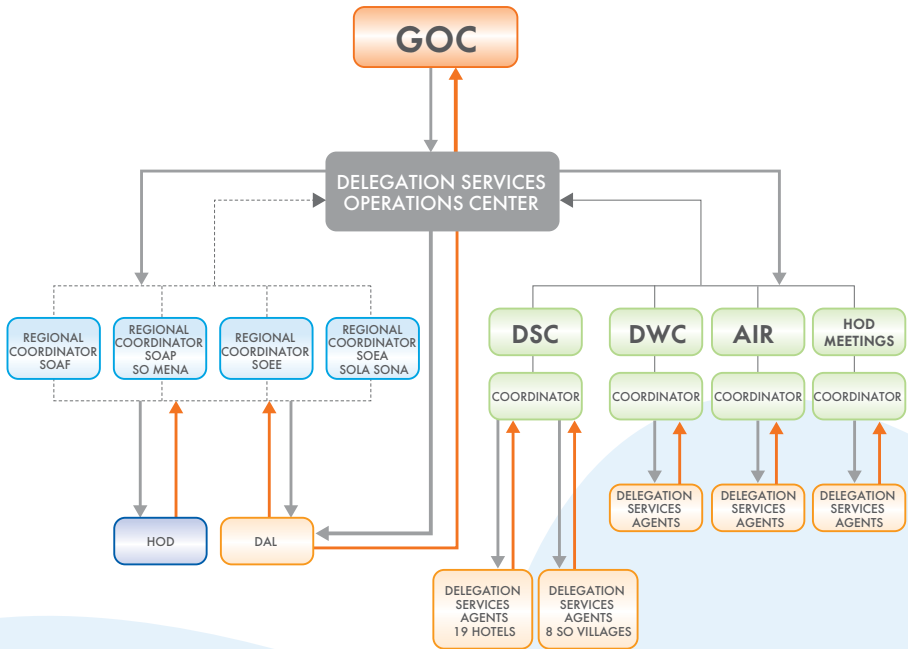
- HODs and/or AHODs are the only persons entitled to submit issues/questions to DSCs.
- HODs and/or AHODs will be asked to fill out a "Question & Issue Reporting Form" including their contact number(s).
- DSC staff will forward the form by e-mail to the Delegation Services Headquarters.
- Delegation Services Headquarters will assess whether the issue applies to all Delegations or one Delegation.

- If the issue affects one Delegation, the DSHQ will contact the HOD and/or HOD's Assistant(s) in order to respond to the question/request.
- If the issue affects more than one Delegation, the DSHQ will propose the inclusion of the query in the agenda of the following day's Daily HOD Meeting in agreement with the SOI representative.
- If the issue affects SOV Operations the DSC staff will report to the DSC Manager and SOV Operations in order to provide an on-site solution.
- Issues submitted prior to 6pm each evening **ONLY**, will be addressed at the following day's Daily HOD Meeting.



In the case that an issue is submitted after 21:00, that the HOD and/or AHOD needs to bring it to the immediate attention of the GOC. The HODs and/or AHODs can bring it to the attention of the Front Desk. If the issue applies to Accommodation Venue operations & services then the Front Desk will respond accordingly.

2.3 Delegation Services Organizational Chart & Games Time reporting line







3. Delegation Services Volunteers

3.1 Delegation Assistant Liaisons

3.1.1 Delegation Assistant Liaisons (DALs) – Skills

- DALs speak Greek and/ or English and/or another foreign language.
- Are familiar with the country and culture of the assigned Delegation or possess multicultural understanding.
- Possess strong communication skills.
- DALs are flexible, creative, solution oriented, positive thinkers and use common sense.
- DALs have strong managerial abilities and are able to deliver under pressure and without supervision.
- DALs are well trained, well informed and proud of their role.
- DALs are courteous, polite, patient and flexible.

3.1.2 Delegation Assistant Liaisons (DALs) – Role and Responsibilities

- The role of Delegation Assistant Liaison (DAL) involves working closely with the Head of Delegation (HOD) to provide operational and administrative support during the Games.
- Each DAL is assigned to support 1 Delegation. A Delegation may have 1 to 6 DALs according to Delegation size, language needs and the number of Accommodation Venues per Delegation.
- Support the HOD to ensure that the Delegation abides to Games policies and procedures.
- Essentially the DAL supports the HOD with regards to communication (unofficial interpretation, liaising), procedures, planning, issue resolution.
- DALs are the most efficient communication link between the GOC and the Delegations.
- DALs are representatives of the GOC and report to Delegation Services.
- DALs accompany Delegations to the Host Town (19 – 24 June 2011).
- DALs accompany the HOD to all official meetings and events.
- The DAL provides support to Delegation members who are not familiar with Greece and the city of Athens, both in geographical terms, but also in other significant aspects. Such aspects are peak traffic hours, bank and store opening and closing hours, the hottest and cooler hours of the day and much more.

3.1.3 Delegation Assistant Liaisons (DALs) - Description of Specific Duties

The dates of operation of Delegation Assistant Liaisons (DALs) are 17/18/19 June 2011 – 05 July 2011 and are broken down into the following stages:

Operation	Date
Delegation Arrivals at the Airport	17/24 June
Delegation Registration Meeting at the Delegation Welcome Center	17/24 June
Host Town Program http://www.athens2011.org/en/host_town.asp)	19/20 June – 24 June
Return to Athens	24-25 June
Advanced HOD Meeting	25 June
Opening Ceremony (Kalimarmaro - Panathenaikon Stadium)	25 June
Games Time	26 June – 03 July
Closing Ceremony (Kalimarmaro – Panathenaikon Stadium)	04 July
Delegation Departures	05 July

3.1.3.1 DAL Duties during Delegation Arrivals at the Airport

DALs Meet & Greet – Airport (17– 24 June 2011)

- The airport is a very important venue. It represents the first impression of the arriving Delegations concerning the level of organization of the ATHENS 2011 SOWSG. A warm welcome and professional conduct ensures the successful outcome of arrival procedures.
- Upon arrival at the Airport, DALs are required to contact the Delegation Services Airport team, by reporting to the GOC Airport Operations Office, at the Arrivals level.
- DALs will be briefed by the Delegations Services Airport Team Supervisor on the details of their assignment there.
- DALs will collect their temporary access card and the placard with the Delegations' name and will be accompanied through to the luggage carousel of the respective Delegation.
- DALs will accompany the Delegation to the designated SOWSG Delegations Exit.
- DALs will be informed of flight delays.
- Delegation Services co-ordinators will inform DALs of any changes to procedures in order to transfer the information to the HOD upon arrival.

Baggage Claim

- DALs will meet Delegations at the designated luggage carousel in accordance to the information on the special screens within the Arrivals Halls.
- DALs remain with the Delegation until all luggage is collected unless the HOD gives different directions.



- Delegation luggage will have special ATHENS 2011 tags to facilitate identification:
- DALs check with the HOD that all expected Delegates have arrived and that **they are bearing their credential cards. For those who are not, please request that they do or that they have them ready to wear on the bus route to the Delegation Welcome Center.**
- For lost luggage DS Agents will assist the HOD or designated person in the process.
- Upon completion of arrival procedures, Delegations will be accompanied by DALs to the shuttle bus to the DWC, through the dedicated SOWSG Exit located next to luggage carousel number 11 in the baggage reclaim area. The distance from the Airport to the DWC is 5 minutes by bus.

Emergency Procedures

In case of an emergency, please follow the shift Supervisors' directions and Athens International Airports' policies and procedures.

Please bear in mind that, DALs:

- Need to arrive at the airport with their luggage in order to depart for the Host Town, there will be a dedicated area to leave luggage until departure for the DWC.
- Are expected to arrive at the Airport **half an hour** before the Estimated Time of Arrival (ETA) of the flight carrying the Delegation.
- DALs are required at all times to follow Athens International Airport rules and procedures. Related information will be provided at the airport.
- **DALs are not entitled to lift, carry or stand by any luggage.**
- **Need to prepare the greeting! Please do not forget social norms (p.59)!**
- Delegations will be arriving from around the world; some will have been travelling for 7 or 24 hours. Long distance travelers will be tired and possibly irritable, or anxious about various matters, concerning the next steps. A warm welcome within the airport will help diffuse anxiety.
- The HOD may already have a lot of questions. **Be prepared to give information about the Games and following steps**, this will re-assure them.
- For any issues, contact the Delegation Services airport team.
- The first day as DAL has just begun! **Enjoy the Games!**

3.1.3.2 DAL Duties at the Delegation Welcome Center (DWC)

At the Delegation Welcome Center, DALs will provide assistance to the HOD, or AHOD during the Delegation Registration Confirmation Process.

The Delegation Registration Confirmation Process includes the following steps for the HODs:

- Sign off of all relevant documentation and confirm of the participation of the registered Delegation members according to their title and correct sports entries.
- Request the issue/re-issue of a credential cards.
- Finalize any pending AS fee payments (if applicable) and receive invoices.
- Collect information and tickets for the Delegations' transfer to the Host Town.
- Confirm with the Accommodation Department the Games Time rooming list of the Delegation.
- Collect from Delegation Services mobile phones.
- Collect the 2nd edition of the HOD Manual and any other available information about the Games.

Reminder



Exception: Delegation Registration Confirmation Meeting - Teleconference

Delegations that will travel directly to the Host Town, or for those that will depart directly from the Airport/DWC to the Host Town, the Delegation Registration Confirmation Procedure will take place at the Host Town by Teleconference. **The DAL will bring to the Host Town all relevant documents for the HOD.**

Reminder



- While every effort has been made to make the Delegation Registration Confirmation Process as smooth as possible, depending on the Delegation size, the flight schedules and the Host Town destination, there may be a waiting time for the Delegations at the DWC.
- After the completion of the Delegation Registration Procedure, the Delegation will depart for the Host Town.
- The departure for the Host Town depends on the Host Town destination and the GOC transfer plans.

3.1.3.3 DAL Duties at the Host Town Program (HTP)

The Host Town Program (HTP) for the Special Olympics World Summer Games Athens 2011 will begin four days prior to the Opening Ceremony of the Games, from the 20th to 24th of June 2011. It is limited to athletes and official Delegation members only. The Host



Town Program will operate throughout Greece at a total of over 40 cities and islands and in Cyprus.

Purpose of the Host Town program

- To offer the opportunity for Delegations to discover Greek hospitality, customs and traditions.
- To create public awareness on intellectual disability and promote the Special Olympics Movement across Greece.
- To allow time for the athletes to acclimatize (time difference, climate, food etc).

Transportation to the Host Town from Athens

- The Delegation Welcome Center will be the main hub for the transfer of Delegations to their designated Host Towns.
- Delegations will be transferred by coach-buses, ship, or a combination of both.
- In many cases more than one Delegation will travel to the same Host Town with the same means of transport.
- Some Delegations will travel to the Host Town directly. DALs of these Delegations will travel with all other Delegations travelling to the same Host Town, or alone. In that case DALs will meet the Delegation at the Host Town.

Services provided at the Host Town

The following services will be provided to the Delegations through the Local Organizing Committees:

- Welcome upon arrival
- Accommodation in 1st class hotels, in two, three or four-bedrooms.
- A program of events and activities, such as sightseeing or visits to archaeological sites will offer Delegations the opportunity to discover Greek Culture and to meet with local communities.
- **Medical Services** will be provided by the Local Health Authorities.
- The schedule of events and activities organized by each Local Organizing Committee (LOC) will be communicated in due time.
- The DAL is entitled to all Host Town facilities and services.

DAL Duties during the Host Town

- DALs are the communication link between the Delegation and the Local Organizing Committee.
- Most importantly, DALs are the eyes and ears of the GOC during the stay at the Host Town.
- DALs will report to the GOC Delegation Services Co-ordination team, daily.

Attention and Caution



- If the Delegation Registration Confirmation Meeting is not conducted/completed at the DWC, it will take place upon arrival at the Host Town, **by phone (Teleconference)**. The process will be conducted between the HODs and Delegation Services Department and other FAs of the SOWSG ATHENS 2011 with the support of the DALs. The duration of this process depends on the issues that may arise.

- DALs will offer **unofficial** interpretation services to the HOD, or other members of the Delegation.
- During the 4 days at the Host Town DALs should arrange a meeting to discuss with the HOD, AHOD and other DALs of the tasks that he/she needs to carry out and to prepare a daily calendar of activities for the Games.

Reminder



- Upon arrival, DALs are encouraged to verify that the person indicated by the GOC as the LOC liaison has not changed and will be on call at the Host Town, should an issue arise, for the duration of the program.
- It is also important to verify procedures in case of an emergency (medical, fire, earthquake).
- The Host Town Program is a fantastic opportunity to get to know the Delegation before the return to Athens; it will be a unique experience both for the athletes and for the DALs.

the Delegation before the return to Athens; it will be a unique experience both for the athletes and for the DALs.

- During Host Town Program DALs will be able to plan with the HOD, AHOD and team DALs a schedule of operation, set priorities and set dates for Games Time activities.
- To enjoy every moment!

3.1.3.4 DAL Duties on the return to Athens from the Host Town 24-25 June 2011

The arrival day and time in Athens depends on the Host Town destination. Delegations will split according to the assigned Accommodation Venue. As described in chapter 2.2.4., most Delegations will be split into more than one Accommodation Venues. The transportation plan will be based on the Accommodation Venues.

DALs will assist Delegations upon their arrival in Athens. At each Accommodation 1 DAL will remain with the Delegation members that disembark to facilitate communication during check-in.

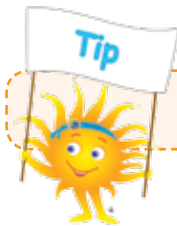
Detailed information for each Delegation will be communicated to each DAL individually.

3.1.3.5 DAL Duties at the Advanced HOD Meeting

All DALs are required to attend the Advanced HOD meeting and ensure that the HOD has understood fully policies and procedures presented during the meeting by offering language assistance.

3.1.3.6 DAL Duties at the Daily HOD Meetings

- DALs accompany the HOD to the Daily HOD Meetings.
- DALs may need to offer language assistance to HODs or AHOD wishing to make questions.
- Following the HOD Meeting, the attending DAL should disseminate **useful** information to all other DALs of the Delegation.



The daily HOD meeting Venue is the ideal meeting point with the HOD/AHOD.



If HOD has an issue on any aspect of the Games he/she can bring it to the attention of the GOC by submitting it in writing before 18.00hrs at their Delegation Services Center. Issues that affect more than one Delegation will be addressed at the Daily HOD Meeting the following day. Issues that affect only one Delegation will be addressed on an individual basis. All other members of the Delegation are required to report their issues to the respective HOD.

3.1.3.7 DAL Duties at Competition Venues

- It is advised that Delegation Services volunteers become accustomed with the location of the SID in all venues, in particular during the Venue Tours as they are an important point of reference for all sports related matters.
- HODs upon arrival at a Competition Venue, may report their presence at the Sports Information Desk (SID). In this manner Sports Venue Management and Awards Ceremonies can be notified.
- DALs may provide language assistance for the HOD, AHOD and occasionally coach to facilitate communication with the Sport Information Desk or Sports staff.
- HODs and DALs will be permitted access to the Athlete Lounge to meet with the coach/es and athletes.

- The HOD and DAL may also eat within the Athlete Lounge, should the competition continue after 14.00hrs.
- The HOD may be offered to participate in the Awards Ceremony, in the case that the HOD accepts, the DAL may accompany the HOD for language support if needed.
- In the case that the Sports Management deems that it is necessary that the HOD and/or DAL is/are required within the field of play, an upgrade pass will be given.
- All sports specific information will be available at the respective Sports Information Desk.
- DALs may liaise with the Competition Venue Language Services co-ordinator (via the SID) in order to make arrangements for language support for a Delegation member (e.g. coach, technical official).
- At Competition Venues HODs will be dropped off at the Venue dedicated drop-off point (Back of House) and the car will then be parked at the designated area.
- Supports the HOD wherever required.

3.1.3.8 DAL Duties at Accommodation Venues

- In the morning the DAL may collect from the SID/DSC (see p. 15) important information for the HOD.
- In order to assist the HOD appropriately, the DAL must be familiar with the services provided at each Accommodation Venue.
- Significant support and information can be provided by the Delegation Services fellow colleagues - the Delegation Services Agents located at the DSC/SID.
- DALs may be required to liaise with the Front Desk with regards to the booking of Meeting Rooms, according to the instructions provided by the HOD.
- Language support may be provided at all times.
- The DAL may also assist the HOD in filling-in forms such as the "Lost Key Form" (language support).
- The DAL should also try to ensure that if the HOD wishes to submit an "Issue Reporting Form" to hand it in by 18.00hrs (daily) at the DSC.
- During meal times, Delegation members may request assistance with the translation of meal labels.
- The DAL may support the HOD in drafting documents related to the Delegations' activities and send e-mails, or faxes.
- DALs will report to the DAL Leader according to instructions set by the Delegation Services Department each evening.
- Support the HOD in co-ordinating departures of Delegation members to Competition Venues, Healthy Athletes program, or any other Games related activities.
- DALs credential card bears the Fork and Knife symbol. It gives the entitlement to eat at the Delegation Dining Hall & access to the Athlete Lounge at Competition Venues.
- Please avoid skipping meals as a lot of energy will be consumed in the 10 days of the Games.
- Support the HOD in any other tasks.



Emergency Procedures

- In case of an emergency (fire, flooding), please refer from intervening it could pose a risk to personal wellbeing and contact immediately the shift Supervisor.
- In case of an earthquake, keep calm and proceed to exit the building and inform anyone in your presence to do the same in a calm voice.
- In case of a suspicious item/ or person contact the shift Supervisor.
- In the case of a medical emergency alert venue Medical Services and give a clear description of the environment and try to verify the symptoms.

3.1.3.9 Transport Services DAL support

Heads of Delegations have (T1) transport privilege and will be offered a designated vehicle and a volunteer driver. The designated car will be available upon their arrival in Athens from the Host Town at the HOD's Accommodation Venue.

It will be at the HOD's disposal from 06:30 till 20:30 and will be driven by the assigned drivers, with a mid-day break between 13:00-14:00 for a shift change. After these hours taxi service can be used at the cost of the HOD.

The HOD drivers will have a GOC mobile phone whose contact number will be available at the Transport Services Desks and will be given to the DALs in advance.

The vehicle can only be driven within the limits of Attica County (Athens greater area, including the venues of Schinias and Markopoulo Olympic Equestrian Center.

All other Delegation members will use the Games transport services.

- DALs may be required to locate the car and the driver upon arrival from the Host Town.
- **Delegation Assistant Liaisons will be responsible for communication and liaison with the assigned volunteer driver on behalf of the HOD.**
- The DAL is entitled to accompany the HOD in the vehicle (T1 entitlement).
- To ensure driver and vehicle availability for all occasions, DALs will need to communicate with the assigned driver well in advance and discuss any potential issues (e.g. traffic congestion during peak hours).
- The detailed Transportation plan will be available at the respective Transportation Desk in each Accommodation Venue. DALs may be required to collect it.
- **The Accommodation Venue Message boards will provide any last minute changes or up-dates.**

3.1.4 DAL Duties related to other Functional Areas

3.1.4.1 Opening and Closing Ceremonies

25th of June at 20.00hrs

The Opening and Closing Ceremonies of the Special Olympics World Summer Games ATHENS 2011 will be held at the **Kalimarmaro Panathenaikon** Stadium in Athens.

Departure - Accommodation Venues

Please ensure that:

- At the end of the Advanced HOD Meeting all DALs and HODs will return to the Accommodation Venues.
- DALs of each Delegation will split between each Delegations Accommodation Venue.
- DALs will know the exact time that the Delegation will board the bus.
- Delegation members should be prepared for the long day and evening (carry something warm for the evening, extra pairs of trousers for athletes, required medical supplies etc.).
- Encourage the HOD to ensure that the entire Delegation wears official uniforms as indicated by Special Olympics International and that they wear comfortable shoes.
- Delegations may be given a form of sticker/identification for each Delegation member in order to identify Accommodation venues for the return journey, please remind the HOD, or coach to ensure that each member is bearing this as well as the credential card.
- The entire Delegation must gather at the bus 10 minutes before the departure time.
- When boarding the bus, we would ask that the Delegation remains together and boards the same bus. Sit together in order to disembark together.
- Departures from Accommodation Venues will begin at approximately 16.00hrs and will continue until 17.30.

Food Services

- A main meal will be served at lunch time instead of the evening.
- Encourage Delegation members to make sure that everyone eats well as they will only have sandwiches in the evening.

Arrival at the Staging Zone - Zappio

- All coach-buses will arrive at designated disembarkation areas, at a scheduled time.
- Upon arrival at Zappio, Ceremonies staff will guide the Delegations towards their designated seating area where they will wait until they are called to proceed to Panathenaikon Stadium for the parade.
- DALs will identify themselves to this person and tell them which Delegation they are accompanying.



- Please remember the exact position, as the same buses will be used for the return journey. If it is possible, it is advised to take the drivers' telephone number for safety should the need arise.



While on the bus, it is recommended to take the opportunity to talk through with the coaches and the rest of the Delegation what is going to happen upon arrival. This will help prepare them and will make everyone's job easier!

Staging

- During this staging period, we encourage close co-ordination in order to ensure that the Delegation stays together – there will be approximately 10,000 people and it will be impossible to spend time looking for lost Delegation members.
- The DALs will liaise with Ceremonies staff and volunteers to ensure Delegation needs are covered at the dedicated assembly zone at Zappio (staging area) and at the Panathenaikon Stadium.
- Every member of the Delegation and DALs will be given their lunch boxes and will report to the respective FA should there be any inefficiency.
- Should a member of a Delegation feel unwell Medical Services staff will be available.
- DALs will liaise with venue staff/volunteers for them to accompany a member of a Delegation to the restroom etc.
- Ceremonies staff/volunteers will inform DALs when to get ready to go and when to go.
- When the warning is given, please look around and make sure everyone is there.
- Ceremonies will give the sign to move.

Athletes Parade

Delegations will enter the stadium in Greek alphabetical order by Delegation SO Programme name.

The following points should be noted:

- Delegations will be encouraged to form into rows – DALs should also encourage the team to take this formation.
- No one will be admitted onto the parade route without the credential card.
- All athletes must wear their team uniform.
- Athletes will be permitted to carry cameras.

- National flags, banners and signs are not permitted, with the exception of the official delegation placard supplied by the GOC.
- The Parade route will begin from two different exit points according to the seating area at Zappio and delegations will follow the Ceremonies staff that will lead them to the Panathinaikon Stadium.

Kallimarmaro – Panathenaikon Stadium

- Delegations will follow the standard bearer to assigned seating areas.
- Please do not leave any empty seats – in order to ensure that there is a seat for everyone.
- It is intended that seating will be according to Accommodation Venue, so that the Accommodation Venues the furthest away will be the first to go.
- During the show, if a Delegation member needs to visit the restroom, or needs medical attention, DALs should attract the attention of the Ceremonies volunteers. They will accompany the Delegates in and out.
- Following the show, please remain seated until called to leave. Ceremonies staff will lead Delegations to the “backstage area” and in continuation to the bus.
- A member of the Delegation Services Team will be located within the Stadium for DAL support and liaison with Ceremonies.

Departures

- Ceremonies staff will be available at the exit gates of the stadium to guide each member of the Delegation to the appropriate loading zones for embarkation onto the buses according to the respective Accommodation Venues.
- It is essential that DALs assist their assigned Delegation by ensuring that everyone has boarded the appropriate transport vehicle to return to their assigned Accommodation.
- On departure, DALs are NOT obliged to return to the Accommodation Venue if there is no accommodation available.

Please make a mental walkthrough of the following on the Day:

- Where you will arrive
- Where you will move
- How the assigned Delegation will be seated into parade order at the Zappio
- How/where extra water bottles can be acquired
- Location of restrooms
- Location of wheelchair accessible restrooms (Zappio and Panathenaikon Stadium)
- Where Medical Services personnel will be located

Each team of DALs per Delegation should agree between each other the task each will undertake in order to co-ordinate with Ceremonies with regards to Delegations needs and movements during, staging, the parade and within the Stadium.



This will only work if everyone will follow the instructions of the Ceremonies staff. Please do not question the instructions unless it is deemed absolutely necessary. They will be very busy.



Unavoidably (given the vast numbers of accommodation locations and sheer number of athletes participating) there will be a significant waiting time at the staging area prior to the parade commencing. Though inconvenient, time is crucial to the successful outcome of the Opening Ceremony. A delay may affect the entire operation of the event; each stage has been calculated to the minute.

For this reason it is of great importance to stress the significance of boarding the bus at the specified time – if Delegation members miss the bus they may not be able to participate in the Athletes Parade. The DALs and HODs are encouraged to keep a positive attitude during the waiting time.

3.1.4.2 The Closing Ceremony

04 July 2011, 20.30

Venue: Kallimarmaron Panathenaikon Stadium

The Official Closing of the Special Olympics World Summer Games ATHENS 2011 will be an event to celebrate the accomplishments of the athletes together with officials and spectators.

A number of key elements will be the following:

- Extinguishing of the Cauldron's flame.
- The Handover of the Games to the next Organizing Committee, a new beginning!
- Delegations will be transported directly from the Closing Ceremony to their Accommodation Venue. **There will not be any transport services to transfer Delegations directly from the Ceremony to the Airport or any other departure gateway (train/bus stations and port).**

- Transport Services will be provided from Accommodation Venues to the airport and other points of departure until 16.00hours.

3.1.4.3 Healthy Athletes Program

Venue: HELEXPO PALACE - located at a close proximity to OAKA complex in Maroussi (39 Kifissias Avenue)

DALs may need to co-ordinate with coaches the participation of Athletes at the Healthy Athlete Program.

- Transport information to and from the Healthy athletes Venue will be available at the Accommodation Transport Desks.
- A daily shuttle service will be available between the Athens Olympic Sports Complex – O.A.K.A. and the Healthy Athletes Venue during Games time.
- Departures for the Healthy Athletes Venue will be announced at all OAKA venues.
- A shuttle service will connect Delegation Hotel Venues to the Healthy Athletes Venue.
- The Healthy Athletes transport schedule will be announced daily at the HOD Meeting and 24hrs in advance at the Accommodation Venue.
- The daily schedule will operate according to Sport.
- Delegation Services volunteers will pass-on information to the Healthy Athlete Program Functional Area, through the Delegation Services co-ordination team.

3.1.4.4 Language Services

The Language Services Departments' primary role is to cover the language needs of SOWSG ATHENS 2011s' international visitors.

Should a member of Delegation require Language Services while at a Competition or Accommodation Venue, please contact the Sports Information Desk.

A **Multilingual Switchboard (MLSB)** will offer community interpretation in every official language (Arabic, English, French, Mandarin Chinese, Russian and Spanish) plus a number of others including several that are less widely spoken. Over the phone interpretation will be available to assist the Delegation. To access the MLSB, please visit the Sports Information Desk at each Competition Venue.

A glossary has also been produced; it will be available electronically at all Delegation Services Desks and Language Services offices. A printed version will exist at every DS Desk.



Simultaneous interpretation will be provided from Greek and/ or English to the six official languages (Arabic, English, French, Mandarin Chinese, Russian and Spanish) at the HOD meetings.

Delegation Services interaction

- 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. Language Services cannot guarantee to have a volunteer on-site but will endeavour to cover many language needs by telephone.
- Should a coach, or other member of Delegation request language assistance from Delegation Services volunteers at a Competition, or Accommodation Venue, Delegation Services volunteers are encouraged to liaise with Language Services and to co-ordinate a meeting between the Language Service assigned volunteer and the Delegation member.

3.1.4.5 Special Olympics Non-Sports Events

Please revise the chapter in the Volunteer Training Manual as well as the 2nd edition of the HOD Manual which contains additional information about a number of events.

- To encourage the participation of Delegations, the Delegation Services Desks will have Festival schedules available, while the message-board can be used as a reminder.
- Timetables will be announced at the HOD Meetings.
- The Special Olympics Festival schedule will also be available at the following link: www.athens2011.org
- Delegation Services volunteers can actively encourage leading Delegation members to include festival events in their athletes schedule.

3.1.4.6 Media Operations

- Interviews and press conferences with athletes, coaches, and other dignitaries will be conducted at the MMC, as well as at the Special Olympics Village Mixed zone.
- At any time at a venue, and in particular after the **Awards Ceremonies**, media may ask to interview an athlete, or other member of a Delegation. The **Delegation Assistant Liaison** or coach accompanying the athlete from the Awards exit area will be asked to accompany the athlete to the mixed zone/interview area. Delegation Services volunteers may be requested to offer language assistance during interviews.

3.1.5 Tips on techniques that will help provide successful support to the HOD

The DAL will essentially support to HODs in 3 interlocked areas, communication/liaison, daily schedule and issue resolution. In addition to these, administrative support is often needed.

Communication

The DAL will liaise between the HOD and GOC and help ensure that channels of communication between the two remain open.

To this end the DAL will often provide **unofficial** interpretation services to the HOD and GOC in order to facilitate communication.

Unofficial interpreting assistance to the HOD includes communication with the GOC, Media, and Honored Guests and on any other occasion where unofficial interpretation is needed.

Defining Unofficial Interpretation & Skills

A DAL is not a professional interpreter. The DALs main task is to facilitate communication where there is no common language between GOC members and Delegations, medical staff etc.

The DAL will not be expected to convey the message in a word-for-word manner, but **the sense** of what the speaker has said.

The key to successful interpreting is listening in order to understand what the person wants to convey.

Listening

When we listen in our own language, we sometimes misinterpret what the speaker is trying to convey – we hear but do not listen. As unofficial interpreters, we have to really listen on many levels and if necessary, verify that we have understood the intent of the message.

If it is hard to remember the gist of a message do not hesitate to request from the speakers to pause after each sentence in order to translate bit by bit.

If at any moment a DAL is not sure that the gist of what is being said was understood:



it is safer to double check with the speaker by repeating to the speaker the sum of what he/she said before interpreting. Once the speaker stops, inform the listener of the intention to verify that the information was correctly understood before commencing.

Interpreting

The translation should be natural with the use of one's own words. The use of first and second person is ideal when translating in order to develop the discussion between the two parties, but the use of third person can be easier:

"Mr... would like to inform you of..."

When interpreting:

- Analyse the relationships between the bits of information, consciously and subconsciously.
- Relate previous knowledge to what is being said.
- Put emphasis on the same ideas that the speaker is emphasising.
- When interpreting never take sides. If one party becomes very agitated, suggest a break before continuing.
- Keep emotions under control. Put aside any personal prejudices or problems.
- On occasion an interpreter is only needed for the 'hard-words'. Stand by in silence, unless misunderstandings develop between the speakers. This half-and-half interpreting can cause more confusion and misunderstanding, but many people insist on practicing what little they know of a language to show they care.
- Sometimes the use of a different word can indicate different intentions.
- If a mistake is made, inform both parties.
- When necessary (e.g. medical situations), assure everyone that all information exchanged will be kept strictly confidential.
- If possible make sure that everyone can see each other. In a medical situation, take into account the patient's sensibilities.
- If something amusing is said be sure to interpret it first and only then laugh along with everyone else. Keep everyone in the loop at all times.
- Remember that some of the issues may be of a cultural nature. This is the only time that we can add to the translation. Speak first to the speaker and explain that before transmitting the message, an explanation of the cultural nature will be given.
- It is important to remember that athletes with an intellectual disability may process words more slowly, ensure that enough time is given to formulate an answer. When interpreting for someone with an intellectual disability remember that **simple language does NOT mean child-like language.**

- Gestures do not need to be repeated ('it's this big...'), they have been seen. Some non-verbal indications may have to be brought into the interpretation if it seems that they were not seen or understood.
- However, keep in mind that in some cultures gesticulating can be offensive, or seem aggressive, while between different cultures a sign can signify something different. In such cases the DAL may need to explain the meaning of a gesture to the listener.

In some cases a DAL may be asked to interpret in confidential situations – in these cases, remember the three key attributes of any interpreter:

- Accuracy and completeness
- Confidentiality
- Impartiality

Obstacles when interpreting

Interpreting can become harder for any number of reasons, such examples are:

- Too much information is given at once.
- The speaker speaks too fast, has a speech impediment, limited vocabulary or strong accent.
- The speaker does not produce clear, concise, fully formulated thoughts.
- The interpreter does not possess adequate knowledge of the subject discussed.
- Noise distraction.
- Tiredness, worry or feeling unwell.
- **When the translation is not into the interpreters' mother tongue.** As a result, sometimes the wording can give a negative aspect unintentionally, or it can blur a meaning.



If this seems to happen it is important to make the issue known. Stop the speaker, establish that there is a problem and restart now that both sides are aware of the problem.

Planning - Daily Schedule

Planning and preparing a daily schedule of activities and tasks will help both the HOD and DAL. It will:

- Help ensure that the HOD can carry out his/her responsibilities efficiently by planning well in advance.
- Help avoid confusions (e.g. meeting time and location between HOD and DAL).
- Help the DAL to liaise and co-ordinate according to needs.



- Help prevent delays by predicting factors such as departure/transport time.
- Ensure that there is a break/rest time for the DALs.
- At the end of each day take time with the HOD to re-cap the day's events and to report to the DAL Leader in order to prepare for the following day.




Planning and co-ordination can help ensure that a number of issues can be prevented from arising. Begin planning during the Host Town Program.

Reporting/Communication

The role of the DAL is incredibly important and we want all DALs to feel supported at all times. To this end, there will be one DAL Leader and one Regional Co-ordinator to whom DALs are required to report to at all times, 24 hours a day.

- The DAL will report any issues that arise concerning the assigned Delegation to the respective Delegation Services Regional Co-ordinator.
- When it comes to issue resolution it is important to keep the HOD up-to-date. Even when there are no changes, with an up-date, the HOD will feel safe that the issue at hand has not been forgotten and it will enable to build trusting relations.

 DALs have the right to refuse to do something that they deem to be unsafe, unfair or against the rules. If in any doubt, contact the Delegation Services Co-ordination team.

Note-taking

Note-taking is a useful method to remain organized and in control of developments on various matters. Reviewing notes helps remind us to follow up on requests, pending issues, dissemination of information etc.



Attach the spiral notepad to the credential card lanyard; it will be grab-able at an instant. It is also a great pleasure to be able to cross out each task once completed!

3.2 DAL Team Leaders

DAL Team Leaders will be required to offer their services during the period **June 2011 – 05 July 2011**.

DAL Leaders are volunteers with experience in similar roles. They will have prepared for the Games by studying all materials and co-operating with the Delegation Services Co-ordinators prior to the commencement of the Games. Their main task is to co-ordinate and support DALs operations. They will liaise between the DALs and the Delegation Services Regional Co-ordinators escalating issues where necessary and provide information where required.

- DAL Leaders will contact DALs every morning and every evening.
- **DALs will be able to seek advice, or support at any point during the day.**
- DAL Leaders will submit a daily report to the Delegation Services Department in order to disseminate information and to ensure follow-up action is taken.
- They will support the Delegation Services Department at the Headquarters with various administrative needs (e.g. mass sms, document composition/translation position, or database management).
- Will attend all HOD meetings and co-ordinate the dissemination of the meeting minutes to all Accommodation Venues etc.
- Will disseminate Delegation Services Daily reports and HOD meeting minutes to all DALs and DSCs.
- Will report and co-ordinate the replacement of a DAL should the need arise.
- During the Host Town, DAL Leaders will assist the Delegation Services Department to co-ordinate operations.



3.3 Delegation Services Agents (DSAs)

3.3.1 Delegation Services Agents - Skills

Delegation Services Agents skills include:

- Strong language skills, as DSAs will liaise with a number of Delegations from around the world on a daily basis.
- Strong communication skills, understanding of cultural differences and differences in social norms.
- Ability to calm people and to acquire, clear, concise information when reporting an issue.
- Ability to organize and disseminate information.
- Administrative skills.
- Familiar with fax, photocopy machines, e-mail and Microsoft office.

3.3.2 Delegation Services Agents - Role and responsibilities

Delegation Services Agents (DSAs) undertake a number of responsibilities including:

- To support Delegation Services Department operations.
- To provide information and offer administrative support.
- To gather the “**Question and Issue Reporting Forms**” submitted by members of Delegations and forward them to the Delegation Services Co-ordination team.
- On urgent matters, DSAs contact the Delegation Services Co-ordination team immediately and any other FA (e.g. the Transport Desk staff).
- To be aware of solutions to reported issues.
- If a DSA can respond to a reported issue, inform the member of the Delegation and include it in the submission of the “**Question and Issue Reporting Form**”.
- To revise all HOD meeting minutes and regularly check e-mails during the shift for any reports or up-dates sent by the Delegation Services Center.
- To assist Delegations during arrivals and departures wherever applicable.
- To ensure that the HODs or Head Coaches, collect information from their pigeon-holes.
- To submit a daily report of operations at the Accommodation Venues.
- To support the team of Delegation Assistant Liaisons, if and when required.

3.3.3 Delegation Services Agents - Job Specific Duties

The dates of operation of the **Delegation Services Agent** are **18 June 2011 – 05 July 2011** and are broken down into the following stages:

Operation	Date
Delegation Arrivals	17 - 24 June
Delegations Return to Athens from Host Towns	24 - 25 June
Games Time	26 June – 03 July
Delegation Departures	05 July

3.3.3.1 Delegation Services Agents Meet & Greet – Airport

17– 24 June 2011

- The airport is a very important venue. It represents the first impression of the arriving Delegations concerning the level of organization of the Athens 2011 SOWSG. A warm welcome and professional conduct ensure the success of Delegation of arrival procedures.
- DS Agents are the first representatives of the Athens 2011 SOWSG to meet the arriving Delegations.
- DS Agents will be located in various positions within the arrival halls in both the Intra and Extra Schengen Areas.
- Athens International Airport operates on a 24 hour basis. Therefore, there are Delegations arriving throughout the day. Delegation Services Airport Team will also operate on a 24 hour basis, in order to provide assistance and welcome all Delegations arriving in Athens.
- DS Agents will oversee the smooth completion of all arrival procedures.
- DS Agents will introduce the DALs to the respective HODs.

Please bear in mind that, Delegation Services Agents:

- Need to be familiar with airport policies and procedures.
- Must be punctual! Delegation Services Agents must arrive at the Airport before the start of the shift.
- Need to be familiar with the Airport screens system and the information they provide. A specific training will take place at the airport before the commencement of the role.
- At the commencement and completion of each shift briefings and de-briefings will take place. Assignments of shift positions will be given during these meetings.
- Please remind all Delegations upon arrival to have their passports and associated official documents ready for passport control.
- DSAs are not entitled to lift, carry or stand by any luggage.
- Should report any issues that arise to the shift Supervisor.



 Please remember to be courteous to all airport staff and officials.

Baggage Claim

- Any family member travelling with the Delegation at this point will be asked to follow different exit routes. If there are any related issues, please contact the shift Supervisor.
- Delegations will be directed to the indicated luggage belt to collect their luggage. This information is always available on the screens within the Arrivals Halls.



- Luggage will have special ATHENS 2011 tags on them. The HOD is responsible for the coordination of the baggage collection from the carousel at the baggage claim area.
- In the event of mishandled, damaged or lost/undelivered baggage the DS Agents accompany Delegation members to the respective "Lost and Found" office to report the items. Please bear in mind that it is the responsibility of the HOD to follow-up on the case with the appropriate handling agent. It is the HODs' responsibility to make all necessary arrangements for the collection of the luggage collection on behalf of the Delegation. The DALs may be instructed to move the rest of the Delegation to the buses.

Emergency Procedure

In case of an emergency, please follow your supervisors' directions and Athens International Airport policies and procedures.

3.3.3.2 Delegation Services Agents Duties at the Delegation Welcome Center (DWC)

Delegation Services Agents will:

- Staff Delegation Services Desks at the reception at the entrance of the Delegation Welcome Center (Expo Metropolitan- <http://www.metropolitanexpo.gr>).
- Welcome the Delegations to the DWC and direct Delegation members to their designated area.
- Support DALs in any matters concerning Delegation procedures.
- Respond to questions/requests made by Delegation members in accordance to the feedback provided by the involved Functional Area representatives in DWC.
- Support the co-ordination of Delegation departures for the Host Town.

3.3.3.3 Delegation Services Agents Duties at the HOD Meetings

Responsibilities/Duties of the Delegation Services Agents:

- **Building Entrance:** Agents will welcome attendees, check credential cards and indicate the way to the Meeting room.
- **Registration Desk (outside the meeting room):** Agents will register HODs attending the meeting and hand-over the meeting's agenda.

- **Headphone distribution (outside the meeting room):** Agents will hand-out headphones and collect them at the end of each meeting.
- **Inside the meeting room:** Agents will be located on the floor to pass the microphone to an HOD, or AHOD, who wishes to raise a question.

3.3.3.4 Delegation Services Agents Duties at the Delegation Services Centers

24 June – 5 July 2011

- Shifts will start at 07.00 and end at 15:00 and 15:00 until 23.00. approximately. Adjustments may be made should the need arise.
- During a shift Delegation Services Agents will support the operations of the Delegation Services Centers as they are described in paragraph 2.2.4 of this Handbook.
- All DS Agents fall under the policies and procedures of the respective Accommodation Venue and report to both Delegation Services and Accommodation Venue management.
- Delegation Services Agents will check-in at the Front office Desk. Collect office keys and **Log Book**.
- It is important that the DS Centers remain constantly manned during the hours of operation. For this reason we request that all volunteers arrive on time for their shift as the team of the previous shift will be unable to leave the position.
- If an Agent is unable to cover a shift, it is important to notify the DSC respective Supervisor and Front Desk as soon as possible in order to find a manner to replace the person.
- **DS Agents at the completion of the morning shift will brief the arriving DS Agents** of the days' events and provide useful information with regards to outstanding issues, deliver the keys and the Log book.
- In the case that an issue is related to SOV Operations, the DSC staff will report to the DSC respective Manager and SOV Operations in order to provide an on-site solution.
- The completed **Question and Issue Reporting Forms** must be sent to the Delegation Services Department by 18.00 hours daily in order to ensure that the issue will be included in the following Meeting's Agenda if necessary.
- The Log Book will include any incidents indicating time, details of the person submitting the report, solution, details of person that received the issue and issue escalation/reporting line.
- A report will be compiled at the completion of each shift and submitted to the Delegation Services Department (DSC respective Manager). **A copy of this report will be kept in the file of the respective DSC in order track it with ease by Agents during shifts.**
- **Delegation Services Agents ensure that the Delegation pigeonholes/trays contain all necessary documents and all information and announcements made by the GOC.**
- At the end of the day DS Agents will lock the office, deliver the keys and the Log Book to the Front Desk that will close the office and report to the DSC Manager.



- ❖ At the SO Village the DSCs will operate separately from the Sports Information Desk (SID). DSCs will be in close vicinity to both the SID & the Front Desk.
- ❖ At the Hotels the DSCs will operate with the Sports Information Desk (SID) under the name Delegation Services Center/Sports Information Desk, and will be in close vicinity to the Front Desk. Both DS Agents & SID Volunteers will be trained to provide the same information.





4. Delegation Services Volunteers Relations and Interactions

4.1 Relations with people with intellectual disability – Understanding intellectual disability

The Special Olympics Vision is to transform communities by inspiring people throughout the world to accept and include people with intellectual disability in their communities.

The Benefits of Special Olympics are listed below:

Individuals who become members of the Special Olympics Programs develop improved physical fitness, motor skills and greater self-confidence. Athletes exhibit courage and enthusiasm and build lasting friendships. These life skills enhance their ability to integrate and become active members of their community. More than ever, today Special Olympics athletes hold jobs, own homes, go to school and successfully confront lifes' challenges.

Through millions of individual acts of inclusion, people with and without intellectual disability are brought together through the Special Olympics Programs. Longstanding myths are dispelled, negative attitudes changed and new opportunities to embrace people with intellectual disability are developed.

To this direction, the SOWSG ATHENS 2011 Games Organizing Committee, will offer Delegations from around the world hospitality during the Host Town Program in cities across the country, increasing social awareness and promoting the Special Olympics Movement.

The Delegation Assistant Liaisons will spend a significant amount of time during the Host Town Program and Games with the Athletes and their coaches. DALs will become a "member" of the assigned Delegation supporting the HOD and thereby the athletes to successfully participate in the Games.

This is an opportunity to make many new friends. To learn about their sports, how they prepare for a competition and what drives them to the finishing line, about their life in their country, their challenges, their wishes and their concerns. To this end we would like you to consider that,



Important Note

A person's disability does not define the person.

Avoid diminishing all other attributes by focusing and putting emphasis on a person's disability, avoid thinking «how sad», or «what a shame». Accept the person's disability and **see all the potential in the person.**

Words such as 'incapable person' affect people's perception and carry an untrue hue. Words such as '**person with a disability**' are more appropriate.

The athletes that we will meet may not be able to complete certain tasks, at some tasks though they may be better than any one of us. We will meet stronger swimmers, or someone who cracks better jokes.

It is important to first learn about intellectual disability and to then gain an understanding of people's needs. Researchers have found many causes of intellectual disability. But the reason is not known about 40% to 50% of the time. Intellectual disability is not determined solely by the IQ test. Other tests identify skills and abilities such as conceptual skills—language and literacy; Social skills—interpersonal skills, social responsibility, self-esteem, gullibility, naïveté (i.e. wariness), social problem solving, and the ability to follow rules, obey laws, and avoid being victimized, practical skills—activities of daily living (personal care), occupational skills, healthcare, travel/transportation, schedules/routines, safety, use of money, use of the telephone.

Some causes of intellectual disability are:

- Genetic disorders, such as Down syndrome ("genetic" means that it runs in families)
- Fetal alcohol spectrum disorders
- Problems during pregnancy or childbirth
- Childhood diseases like whooping cough or measles
- Poor nutrition (not eating well)
- Injury
- Stroke or hypoxia
- Being exposed to poisons like lead or mercury



Given the opportunity or choice to do so, people with intellectual disability can learn to do many things.

The SOWSG ATHENS 2011 is about not giving in and working every day on surpassing our “limitations”.

Communication with people with intellectual disability

Please refer to the Special Olympics ATHENS 2011 Volunteers General Training and Volunteers Manual as an important guideline and study the accepted terms given. It is important to learn the use of accepted terms and comprehend why they exist.

It is important not to worry about how we seem to the athletes, to be ourselves.

Translating for a person with speech difficulties

It is important not to ignore someone because of a speech impediment. Be patient at all times and ask the individual to repeat what he/she said. Find the way that both can understand each other, it may take some time but a way will be found.



Speak to the person slowly and clearly.

Effusive behavior

Social norms are an acquired knowledge through development from childhood and vary from society to society. For a person with an intellectual disability it can be harder to comprehend the norms of social interaction between different people. Should you feel uncomfortable by the behavior of an athlete be gentle but firm in building the space you want.

Wheelchair users

Members of a Delegation may be wheelchair users. Please remember that we do not handle their wheelchair unless requested by the person and should the person not be seated in it, we do not move it from its position, it is a personal item.

- 🔄 Allow for a person to ask for assistance should the person require it.
- 🔄 We can ask whether the person needs assistance and how we can help.

**Be yourselves, the disability is significant part of the individual
BUT it is not the person, offer to assist but do not take over, or drag
people to where someone wants them to go to.**

Be patient at all times!

Let us spread positive vibes!





4.2 Relations with Delegation Members

Key to building a trusting work relationship with the HOD and Delegation as a whole is the understanding and acceptance, of a Delegations' cultural background and social norms as well as individual partialities.

During the Games, Delegation Services Volunteers will be interacting with Delegations from across the globe. To this end, every effort has been made to assign DALs to Delegations based upon cultural familiarity; the same applies with regards to the assignment of Delegation Services Agents. There are occasions however, where volunteers are assigned to Delegations according to language needs and to a lesser extent with regards to knowledge of a Delegations social background.

Preparation

Cultural and social sensitivity is important; on the internet volunteers can gain a lot of information about a country and its people, which may help DALs and DS Agents to become familiar with the cultures and social norms of the Delegations.

Additionally volunteers can learn about the assigned SO Programs through the SO Program websites and on the SOI website (<http://www.specialolympics.org>).

Intercultural Relations/Social norms

In the international spirit of the Games it helps to notice the people and surroundings and of the way they interact accordingly. In general, avoid speaking intensively in a language that is not understood by a Delegate, or a member of the GOC and the use of intense body language/or gestures that may distress people. They may feel that we are not disclosing something. It is important to include all attendees in a discussion.

Delegation Services volunteers are among the first to meet the Delegations. Avoid "interrogating" people by making direct questions about personal life for lack of subjects to discuss. It is important to avoid taking the initiative to discuss own personal affairs, it may make an individual feel uncomfortable, or may consider it inappropriate.

Greeting Delegations / Individual Characteristics

A professional and consistent behaviour towards all Delegation members is the best way to avoid any misunderstanding, when interacting with them.

When making introductions we can be our warm welcoming selves, use courtesy and allow the other to make the first steps. It is safe to be more courteous than the person being addressed.

Try to provide information according to the needs and the requests made by the Delegation Members. Be prepared by studying all materials given during trainings that will assist in responding to the hundreds of queries. DS volunteers will not know all answers to questions –contact the DS co-ordination team at any time. Avoid touching Delegation members and try to communicate keeping a reasonable distance. Handshaking is acceptable if initiated by Delegation Members.

In addition to familiarization with social norms, there are a number of factors that contribute to successful interaction. It includes a degree of insight into individuals. A common trap is to let expectations carry us away. An individuals personality (outgoing, shy or reserved) and personal experiences often affect peoples manner of greeting and interacting with people.

For example a person from the Mediterranean customarily embraces friends. After a period residing in Japan, the same individual will have learnt the accepted social norms in Japan and will have adjusted original behavioural norms according to the person who he/she is greeting and where they are located (e.g. Japan/Greece).



Summary Guideline:

Respect social norms and unwritten rules of each culture and of each individual, some people are open and bubbly, others shy or more reserved and need more time to develop confidence in other people. In general we should observe and follow their lead as long as we feel comfortable too.

Finally, building good relations does not include under any circumstances the payment on behalf of a member of a Delegation of any purchases and or services. Accordingly Delegation Services should also never accept bribes, there may come a time when we will have to negate something to the Delegation, or not be able to assist and they will have different expectations.

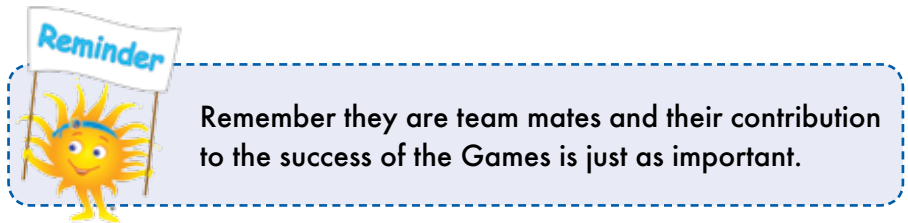


4.3 Relations with GOC staff and volunteers

Each Functional Area volunteer has taken a role according to key skills required in each field and their responsibilities are defined by their respective Functional Area. The Delegation Services teams' key requirement is the use of effective methods of communication with ALL.

As Delegation Services volunteers act as intermediates between the GOC and Delegations, they will be required to communicate with volunteers and staff from numerous GOC departments. Interaction will involve the co-ordination of meeting arrangements, discussions with staff and volunteers to exchange information, or with regards to an issue.

It is important to be aware that some volunteers may not know the role of the Delegation Services Functional Area. Be patient and explain the role and responsibilities, they will then be able to liaise more effectively as they will have understood the needs.



4.4 Guidelines for effective co-operation with GOC staff, volunteers and Delegations

The sudden load of responsibilities, in particular during the first days, can build up tension and 'unintentional' conflicts.

To prevent this:

- Build a system of prioritization, to avoid becoming overwhelmed by the number of responsibilities.
- For each pending issue set follow-up times according to the level of importance.
- Always keep the HOD and Delegation Services Department up-to-date whether there is a change of status on a pending issue or not, so that all sides can be assured that the channel of communication is operating effectively.

In order to build sound relations and to avoid conflicts the following tools aim towards effective co-operation:

- Maintain complete confidentiality. This applies to all members of Delegation Services, Management, volunteers and staff.

Reminder



- **Remember the Golden Rules:**
 - Accuracy and completeness
 - Confidentiality
 - Impartiality

- Keep a level of formality and high level of professional service.
- Focus on the bigger picture, which is the overall success of the Games, not on individual issues.
- Look ahead, see possible blocks and take preventative measures to avoid a possible issue arising. It is the best and fastest 'solution' to any issue.
- Always keep the Delegation Services updated on any issues arising and always keep in mind that decisions lie with the GOC.
- Be conscious of the individual and organizational cost of conflict and of not reaching a successful conclusion.
- Co-operate closely with the team, someone else may have encountered the same problem and the same solution could be applicable. Team work is faster and often more effective.
- Inform of the solution to any problem in a manner that is transparent and respectful to all parties involved.
- Protect the dignity of both the individuals and groups with whom we work.



- **Remember: The lasting memories that participants will have of the Games will include how we approach them. We can make sure they look back with fond memories.**
- Where participants or other guests have concerns it is important to give undivided attention.
- Focus on what can be done and not on what can't.
- Where we feel unsure, ask questions.
- Respond, do not react. Getting angry will achieve nothing.
- Where people are angry, we give them an opportunity to express themselves and explain why they are angry. Lowering the tone of our own voice can encourage others to do likewise.
- Be aware of own body language, a bad day may be reflected. If necessary take a break and return refreshed.
- A smile goes a long way.
- Be patient, effective teamwork is dependent on patience. It is not uncommon to hear the same questions a number of times.
- **Remember that we are judged not as an individual but as a member of the Games Organizing Committee.**
- Delegation Services Volunteers should avoid expressing personal opinions as a fact.
- During the Games volunteers should perceive the position with great professionalism and avoid risk-taking decisions.
- **Persevere from jumping to conclusions. There is great risk of wrongly accusing someone. Use complete confidentiality when reporting.**
- In dealing with cross-cultural conflict it is important to not judge the other side unless there are actions, which are unlawful, or that you consider to be dangerous.
- Try and find out what the real issue of any problem is. **A complaint because the bus was late, may be because there was no clear information given about when it was due to arrive.**

4.5 Handling Conflict and Mistreatment

It would be wrong to think that the Games will go off without any hitches! As aforementioned, these hitches may lead to conflict and Delegation Services volunteers should think through how to approach these situations.

Delegation Services tend to be in the middle of many issues. As a go-between, Delegation Services has an opportunity to facilitate the exchange and help the situation remain calm.

Cause for conflict can be anxiety. Stress often manifests in abrupt behaviour towards others which can cause issues in relations between people. Cross-cultural differences and misinformation can also raise conflicts.


Avoid giving in to other people's aggression and allowing their feelings to be transmitted, as it can affect the ability to think clearly.

Most of us will have experienced situations where we could not see the solution to an issue until a much later stage when the issue is over and we are able to think calmly again. Try to remember this, **contact the Delegation Services Supervisors to talk through the matter at hand.**

Should a member of a Delegation act in an aggressive manner on any issue:

- Avoid taking aggressive responses personally and concentrate on the task. Sometimes we will need to listen to **what was said and not how it was said.**
- Ask the person to recount the issue clearly and slowly. This will give time for the person to blow off steam just by having to formulate the report.
- A calm voice may lead the other to follow suit.
- Explain in a calm voice that the frustration is understood but that it is not your fault and to not make you feel guilty or blame you for the situation. Hopefully this will adjust the persons behaviour.
- Ask the person to give a background of the issue and who is involved to identify which is the best department/s and person/s from the GOC to approach on the matter.
- Report to Delegation Services Co-ordination team.
- Act on the request and follow developments until it is resolved/clarified.
- **Take advantage of all the people for support.**
- Evaluate issues from every perspective and discuss with care - remember social norms.



 Conflict between cultures is often not just about differences in ideas, but also often about deeply held assumptions about people from a particular region.

To report an issue:

- Think carefully of the way to address an issue and ensure that all information is included.
- State any issues clearly.
- Be prepared to handle a negative response calmly.
- Use well-constructed phrases.
- Should someone consistently act aggressively, please contact the Delegation Services HQ.

If a member of a Delegation is dissatisfied with a service we should refrain from berating or arguing in support of the service, show understanding and offer to discuss or arrange a meeting between the two parties for possible solutions, options or compromises:

"I realise it causes you a great inconvenience, however, the GOC is unable to increase/change the..."

Or

I do understand that this is difficult for you but the GOC policy has been to... allow me to discuss the issue with... but you may have to accept that we cannot do something to change....



Think of all perspectives and all possible outcomes at all times in communication with members of a Delegation or GOC and choose wording wisely.

During the Games it is safer to maintain a level of professionalism, it will help avoid misunderstandings and increase the ability to keep a more objective position when handling and reporting issues.

Abusive Behaviour / Mistreatment

Abusive behaviour is any action written, verbal, and physical or gesture that is offensive to a person's dignity - whether intentional or unintentional.

If a member of Delegation or GOC consistently mistreats a volunteer, or the HOD makes "unacceptable"/inappropriate/over demanding requests towards the DAL, or the volunteer is dissatisfied with any aspect, the Delegation Services volunteer **must report it immediately** to Delegation Services in order to:

- Initially explain the reason for dissatisfaction with a member of the Delegation Services Co-ordination team.
- If that does not resolve the concern then a meeting with the Delegation Services Co-ordination team should be convened.
- If that does not resolve the issue then a formal meeting with the Delegation Services Management and Volunteer Services should follow.
- If after this, dissatisfaction remains unresolved, and we are unable to resolve the grievance, then it would be inappropriate for a volunteer to continue in the role as a volunteer.





Special Olympics
WORLD SUMMER GAMES
ATHENS 2011







5 Preparing for the Games

5.1 Preparing for the Games

As members of the Delegation Services Team we will experience the highs and lows of being part of a large sports event, the fun and difficulties of liaising with numerous people at the same time, each with different backgrounds and different approaches to issues.

Our role will be intensive and demanding and there are things that we can think about before the Games that will help in our role and allow us to gain from and enjoy the experience.

Preparing Physically

At times, DALs in particular, will be walking a lot and overall we will all be working long hours – we can prepare by making sure that we are physically able. It is surprising how quickly fitness levels can be raised just by walking for half an hour every day for the couple of weeks before the Games.

Why not book for a massage too!

Preparing Mentally

Now is the time to really think about what's ahead and mentally prepare to perform for the Games.

First take some time to think about what it means to be mentally healthy.

To feel good about oneself

- We can take disappointments in our stride.
- Possess a tolerant, easy-going attitude towards oneself and others.
- Do not overestimate, nor underestimate own abilities.
- Have self-respect.
- We are able to deal with most difficult situations.
- Take pleasure in simple, everyday things.

To feel comfortable with other people

- We are able to give love and consider the interests of others.
- Like and trust others and feel that others will like and trust us.
- Respect the many differences we find in people.

- We do not take advantage of others and do not allow others to take advantage of ourselves.
- We can feel part of a group.
- There is a sense of responsibility to others.

To be able to meet the demands of life

- Act on problems as they arise.
- Accept responsibilities.
- Shape the environment when we can, and adjust to it when necessary
- Plan ahead
- We welcome new experiences and ideas.
- Know how to make use of our talents.
- We set realistic goals for oneself.
- We are able to make decisions.
- We are satisfied with putting our best effort into what you do.



We may not 'get along well' with everybody that we meet. Remember we only have to work for 17 days! Be prepared to accept that everybody is different and reacts differently to situations on different days. What is of importance is that we agree on handling matters and ensure that issues that affect the Delegations are resolved even if we disagree in the manner.

- Not everything will go right. Be prepared to accept such an event.
- Positive people spread positive vibes!

Support structures

During the Games we will have little time to dedicate to personal matters. Try to ensure avoiding possible issues arising from work, or personal affairs that would impede/ interrupt responsibilities in the role as Delegation Services volunteers during the Games and/or that would cause additional strain.

- Has the time off work been booked?
- It is important to also talk it through with family and friends.
- Have the necessary support structures been put in place for children and partner? **Why not arrange to meet family and friends at events?**
- Are there any other responsibilities? Such as the key-holder for any friends?
- Check that all bills have been paid.
- Review the calendar for any doctors or dentists appointments booked during the period from the 19th of June to the 05th of July. It is strongly advised to re-arrange them now!



Study!

Finally, revise the materials that have been given, go through all scenarios and create a number of options of **possible** solutions. Ask the DAL coordinator all queries in advance. During the Games everyone will be busy handling multiple tasks to handle questions that have been covered in the trainings.

5.2 Practical Information

Below, please find useful information with regards to dress code, useful items, public transport, personal safety and so forth.

Before leaving the House

The Special Olympics World Summer Games ATHENS 2011 are among one of the world's largest sports events and as such appropriate clothing is of importance. The Volunteer Uniform is athletic made of materials to aim for comfort and ease of movement, **Please wear athletic shoes** as other shoes pose a health hazard at Venues (for example seating zones and pool areas where floors are wet).

Some of the SOWSG ATHENS 2011 Uniforms

Generic Uniform - light Green

Medical - red

Ceremonies - teal

Transportation Services - yellow



For the shift it is recommended that volunteers carry:

- Credential card
- A valid form of ID besides the Credential card.
- Camera and charger
- Phone and charger
- Sun block, sunglasses and hat
- Headache Tablets / Pain relievers
- Comfortable shoes



- No storage space will be available at venues to store any personal items. Back-packs should not be left un-attended as it poses a security risk. Make sure that any bag that is carried during the day is lightweight and sits comfortably on the shoulders.
- Please do not carry too much cash.
- Avoid carrying/wearing valuables and jewellery.

Preparation for the journey to the Host Town

Most DALs will be travelling directly after the arrival of the Delegations to the Host Town. For practical purposes have a checklist ready to go through prior to departure from home. **Please include items from the list above.**

- Warm clothes.
- Formal clothing.
- Phones (personal and work), chargers and contact details.
- Toiletries.
- Pack a sandwich.

Transport to Airport/ Airport Information

- Please use public transport: (Metro line 2 – blue, Suburban rail, Express Bus line E92, E93, E94, E95).
- Public transport is free of charge from June 18 to July 05 with the uniform and bearing the credential card.
- Check flight arrival times for delays on the website (www.aia.gr) or call the airport information desk (210 3530000).
- Do not forget the GOC mobile phone, charger and contact lists.

Public Transport Information

Metro Red (2) and Blue(3 airport) lines

http://www.ametro.gr/files/images/AM_Athens_Metro-map_eng.jpg

Green line (1) – ISAP

<http://www.isap.gr/>

Public buses

<http://www.oasa.gr/?id=ind3ex&lang=en>

Tram

www.tramsa.gr/

Trolley

<http://www.athenstrolley.gr/index.php?lang=en&PHPSESSID=4e97bda201e0c23343e71461bbd26c8e>

Suburban rail from Athens to/from the Athens International Airport, which falls under the umbrella of the Athens Urban Transport Organization (OASA).

<http://www.trainose.gr/en/travel/proastiakos/athina>

For 24hr Services please visit: <http://www.oasa.gr/content.php?id=open24>

For more information please visit: <http://www.oasa.gr/?id=ind3ex&lang=en>

DAL mobile phone use

- Each DAL will be provided with a GOC mobile phone for the period of the Games (including the Host Town period).
- Each DAL will sign off the receipt form.
- Access to the four digit GOC network (unlimited credit) for the purpose of communication with the GOC and the HODs.
- **Access to national calls will be limited.**
- DALs will be provided with GOC contact lists.
- The GOC phone must be available on a 24 hour basis in order to be contacted by the HOD or the GOC.
- **It is recommended that the charger is carried at all times.**

Delegation Services personal safety and precautions

Taking preventive measures is the best medical practice. The Games will be taking place during the hot months of late June and early July, this means that we need to be conscious of possible heat related ailments. DALs especially may spend long hours outdoors. Possible heat related ailments can be dehydration from lack of drinking sufficient water, heat rash and sun stroke.

To prevent health risks:

- Keep a bottle of water at hand.
- Drink plenty of water.
- Eat the right food.
- Use sun block, sunglasses and hat.
- Avoid spending too much time in the sun.
- Avoid large temperature changes, it can pose a serious health risk. Keep air-condition units at reasonable levels (e.g. 17C is not a “reasonable temperature” level).
- Air-condition also causes humidity, which can cause muscle, joint aches and stiffness.
- Refrain from lifting heavy items.

Should someone seem to be suffering of dehydration or other ailment Delegation Services volunteers should seek Medical Services immediately and describe the symptoms.

In any medical emergency, DALs may be called upon to translate for the medical team.



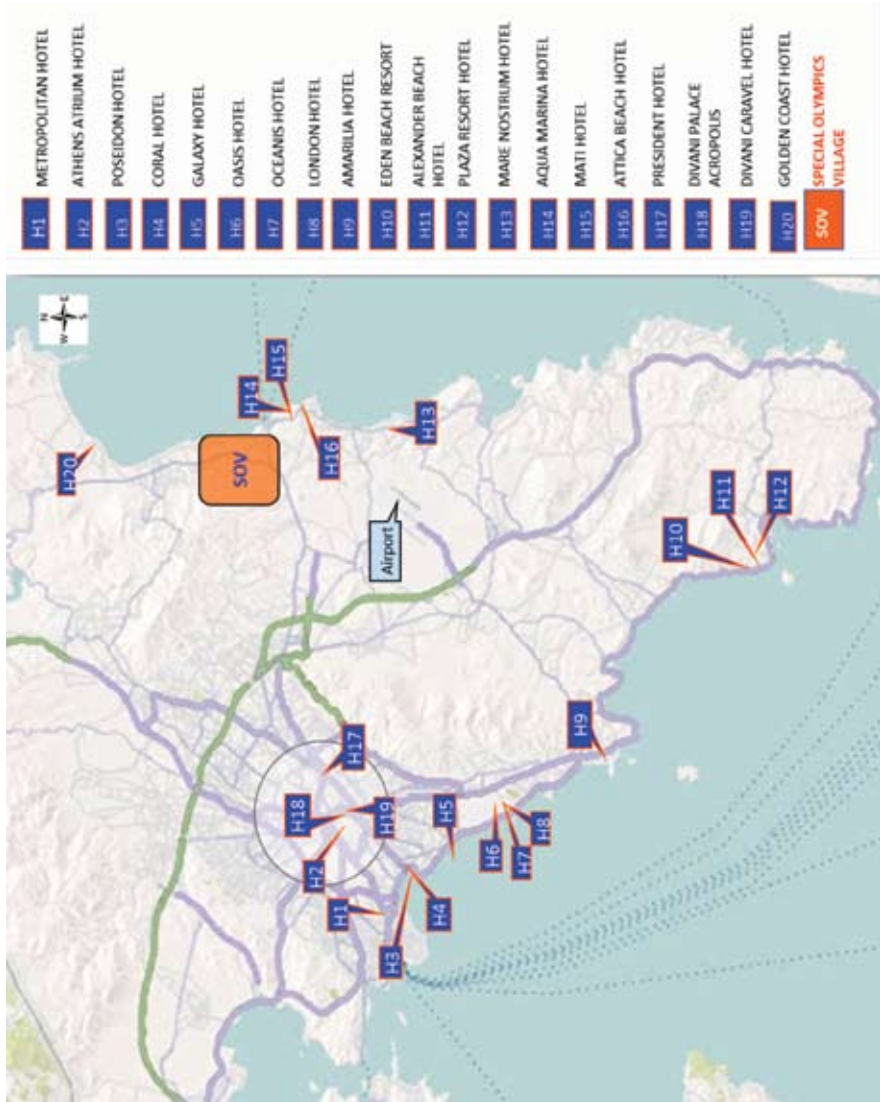
Reminder

Remember the golden rules of translating:

- Accuracy and completeness
- Confidentiality
- Impartiality



Special Olympics Accommodation Venues



5.3 First 24hrs – Check list

The following list is not an exhaustive list, but a suggestion of things that Delegation Services Volunteers and Delegations should investigate within the first 24 hours of the arrival in Athens from the Host Town. It draws from information relayed in this document.

Check List

Ensure that Delegation members are familiar with the issue reporting process and that the Delegation Services Regional Co-ordinators can be contacted throughout the day to discuss any matters that concerns the Delegation.

In general encourage Delegations to take advantage of the services provided and to report to Delegation Services.

Ensure that Coaches and Delegation members are aware that they should report to the HOD, and that the HOD in turn reports to Delegation Services (DALs, DSAs) in order to have an overall picture of Delegation needs and to ensure that any issues are handled efficiently.

Check that the HOD and coaches are aware of the location of the Transport Services Desks, at all venues, that they have collected all transport service schedules and have become familiar with the embarkation/disembarkation zones accordingly.

Become familiar with the Accommodation Venue Facilities and the location of Services (Dining Room, Wi-Fi connection, laundry services).

Check procedures for requests to book a meeting room, lost keys, requests for mattress protectors etc.

Check procedures for access to the meeting room for participants that do not reside at the specific Accommodation Venue.

Check the hours of operation of the Services Desks, Dining lounge etc.

Check that they are aware of procedures with regards to catering to the needs of any member of the Delegation that may have special dietary needs.

Inform Delegations that the menus will be in English and Greek.

The Delegation Services Centre in each Accommodation Venue can respond to queries. **Now is the time to find out where they are located.**

Locate the Medical Services facilities in the Accommodation venue and procedures.

Check the Emergency procedures should there be an alert to evacuate a venue.

Check all the exit routes within the Delegation Accommodation Venues.

Check that the Delegation is familiar with the assembly point in case of an evacuation.

Should an athlete feel unwell and will not participate in a competition, ensure that Delegation members are aware of their responsibility to inform GOC Functional Areas (Delegation Services, Sports Management).



Check List

There are some policies within each Accommodation Venue. With the HOD, find out what these are.

Evening entertainment will be provided at Accommodation Venues, remind Delegation members to collect the schedules. It will facilitate planning ahead and ensure that Delegations can make the most of it.

Remind coaches that require a pack lunch at a competition venue, for a specific number of Delegation members, to follow the procedures - **24hrs in advance**.

Check that Delegation members have information with regards to the Healthy Athletes Program and of transport arrangements.

The Delegation will want to visit Athens. They can make plans using public transportation means, the Transport Services Desk can offer support on this matter. DALs and DSAs may offer language assistance in communication where necessary.

Check that Leading Delegation members have acquired the Family Services Centre Telephone Number.

If the Delegation has a Family Coordinator travelling with the family group from the assigned Delegation, request for the contact details.

Locate and become familiar with the services and facilities at each competition venue (restrooms, Families lounge, Athlete warm-up area, restrooms etc.)

Remind Delegations to use the Language Services wherever and whenever support is needed. It is recommended that requests are made in advance wherever it is feasible. 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.

Ensure that each coach carries copies of each athletes medical records.

The DALs priority is to support the HOD, AHOD unless specified otherwise by the HOD.

www.athens2011.org



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