



MEMORANDUM FOR THE TECHNICAL DELEGATE

EDITION 2016

INTERNATIONAL SKI FEDERATION

Blochstrasse 2; CH- 3653 Oberhofen / Thunersee; Switzerland

Phone: +41 (33) 244 61 61

Fax: +41 (33) 244 61 71

Website: www.fis-ski.com

THE ALPINE TD ON THE INTERNET

data.fis-ski.com

Alpine

Member Services

Guest or Login with password

Sub-Committee

Technical Delegates

Agendas

Minutes

Forms

Forms Package

TD Education

Other Information

TABLE OF CONTENTS

1.	FOREWORD	2
2.	THE TECHNICAL DELEGATE (TD).....	2
3.	OFFICIAL FIS REPRESENTATIVE.....	2
4.	THE `IDEAL` TD.....	3
5.	EDUCATION.....	3
5.1	First Year (Applicant)	3
5.2	Second Year (Applicant)	4
5.3	As a Candidate	4
5.4	In-service Training	4
5.5	Appointment	4
6.	DUTIES OF A TD	4
7.	THE 10 TD RULES.....	7
8.	LIST OF APPENDICES.....	8
8.1	FIS Event Timetable for TD Appendix A	8
8.2	Pre-Event Checklist for TD Appendix B	10
8.3	The Team Captains' Meeting Appendix C	12
8.4	Aids for Leadership and Due Process Appendix D	14
8.5	Security (Safety) – The 13 points Appendix E	16
8.6	Guidelines for Action in the Event of a Serious Accident Appendix F	17

MEMORANDUM - Edition 2016

1. Foreword

Despite the continuous evolution of Alpine ski racing the important role of the Technical Delegate (TD) has not changed in essence. The TD remains the central figure at International competitions representing the International Ski Federation (FIS). It is the role of the TD to ensure that the athletes, coaches and organisers are satisfied with the outcome of the competition.

This memorandum is designed to stimulate the TD in a difficult, demanding and most interesting role. It assists in outlining the thought process required to manage Alpine competitions and provides a series of guidelines for consideration throughout an assignment. This document is not a 'stand-alone' booklet but a simple guide and reminder and should be read in conjunction with the International Ski Competition Rules, book IV.

If the TD continuously addresses the management tasks involved in Alpine ski racing then the outcome should be a most successful competition. The TD, however, cannot be omnipotent; teamwork and leadership are necessary and must always be at the forefront of any thought process.

2. The Technical Delegate (TD)

The Technical Delegate (TD) does not usually come into the ski world's public eye until there are protests, postponements or cancellations due to poor weather or snow conditions. Unprepared or not in control, the TD could be blamed, should things go wrong and may be made to look inept by the media and the ski racing leadership. This guide is intended to bring more light to the activities of the Alpine TD and to convey a better understanding of his/her duties, the importance of which is usually noticed only by insiders.

3. Official FIS Representative

The TD is primarily the official representative of the FIS and as Chairman of the Jury fulfills an important function. The TD is not there to issue 'apparently' official opinions of the FIS or the FIS President but rather to:

- Work closely with the other Jury members, the officials of the Organizing Committee and, if applicable, the FIS technical advisor
- Reach and carry out correct decisions with the support of the Jury and see that the FIS Rules and Instructions are followed
- Supervise the running of an event and is present in the race area during all official trainings and the race
- Takes part in all meetings of the Jury and of the team captains
- Is chairman of the Jury with a casting vote in case of a tie.
- If necessary, appoints members to the Jury.
- Supervise the preparation of the race.
- Validate the decisions and the results of the race presented to FIS

4. The `Ideal` TD

The 'ideal' TD is an honest, polite and diplomatic person showing leadership qualities that, with the collaboration of the Jury, enables him to:

- Observe and grasp the state of the organization and the event
- Judge arising situations quickly and correctly
- Order appropriate and timely measures
- Make clear-cut decisions
- Give clear and well thought out directions
- Consider how s/he will decide or react to circumstances that may arise
- Coach/teach/advise others so that they may improve their skills
- Manage well the use of information technology in order to conduct the required administrative duties

The TD must be able to ski in and around the race area in order to take care of his responsibilities and duties. He must also be prepared to carry out various administrative duties and be able to project himself as a respected leader.

This list above might imply that the 'ideal' TD simply does not exist! We are all human and cannot excel in everything. On the other end, we can learn from our experiences and draw from the power of a team approach. Especially when confronted with new or unfamiliar situations.

5. Education

How does one become a TD? Training and experience are the guiding principles. National Ski Associations (NSA) submit names of suitable candidates who, as organisers of ski events, coaches, competitors or Jury members, bring with them the practical and theoretical experience required for the appointment.

Below is the process: (From section 602 of the ICR)

The development of a TD is:

- Applicant
- Observer at National Level FIS races
- Oral entrance examination
- Written entrance examination
- Candidate
- Practical examination (Downhill Event acting as the Assistant Referee)
- Practical examination (Giant Slalom or Slalom acting as TD)
- TD

The FIS recommends that the National Ski Associations apply a maximum age limit of 40 for applicants and 65 years for TD's (qualifying date: 1st July).

Each National Ski Association should nominate capable persons to train as a TD. The Sub-Committee for Alpine Technical Delegates has the final decision as to their acceptance.

The basic training of the applicant is the responsibility of each National Ski Association.

5.1 First Year (Applicant)

- The applicant must attend the annual TD update course held by the NSA (June-July Southern Hemisphere, October-November Northern Hemisphere).
- Attend two FIS races held in his country in order to gain experience under the supervision of the TD Commissioner or his appointed representative.
- Complete official reports for these assignments and send them to his TD Commissioner, with copies to the FIS (in an official language).
- At the end of the season the NSA applies to the FIS for official acceptance of the applicant, copy to the TD Commissioner.

5.2 Second Year (Applicant)

- The applicant must attend the annual national TD update.
- Must pass the written and oral entrance examination conducted in an official FIS language.

5.3 As a Candidate

Is assigned under the supervision of a TD Examiner (from another country) to a:

- Practical examination (Downhill event acting as the Assistant Referee)
- Practical examination (Giant Slalom or Slalom and acting as the TD)
- Complete official reports for these assignments and send them to his TD Commissioner, with copies to the FIS (in an official language)
- The FIS Office will verify all the information from the different reports from the candidate and examiners and provide such details as necessary to the Sub-Committee for TDs.
- The Sub-Committee may decide not to issue a TD license if the candidate has not completed all requirements or is deemed to be unsuitable. In this event the Sub-Committee may decide as to whether the candidate may continue to train as a FIS TD and which parts of the procedure have to be repeated.
- If the candidate is considered to be suitable he will become an official FIS Alpine Technical Delegate after the next TD update course.

5.4 In-service Training

In-service Updates are held each year and are organised by the local TD Commissioner in conjunction with FIS in order to prepare TD's for forthcoming duties

5.5 Appointment

Each year the sub-committee for Alpine Technical Delegates appoints one or more competitions during the coming winter to the TDs. Depending on the importance of the event, the Alpine Committee or the FIS Council make the final decision of TD assignments.

6. Duties of a TD

The duties of the TD are extensive.

He is exposed to many stressful situations during assignments, especially when conditions are not optimal. The TD's most important instruments are the Jury and the Team Captains' Meeting where he can exert influence. Following his evaluation based on observations and estimations, he should skillfully assign clear and unambiguous duties to the race organizing committee, to motivate all in seeking and proposing solutions, to weigh advantages and disadvantages and to come to decisions.

Prior to arriving to the event location (as listed on the FIS Event Timetable for TD).

The TD will:

- Review and verify the event details available from the FIS Web site Calendar
- Contact the OC in order to:
 - o Introduce yourself
 - o Provide him your contact information and initial plan for arrival and stay.
 - o Request and/or review any information and documentation on the event, including the Race Notice, the homologation, race hill situations, previous event reports, liability insurance also OC members, equipment, timing, race and data management, etc.
- Verify if the FIS requirements are met.
- Start to collect, analyze, and monitor all that information (See Pre-event checklist for TD)

Upon his arrival on the event location

The TD will:

- Meet with the OC (Chef of Course)
- Inspect, review and validate all the data and information previously collected prior to arrival, including:
 - o The race hill setup paying attention to the start and finish areas, snow condition, safety setting, crowd control, equipment (gates, flags, radio, other maintenance and safety equipment), etc. These including the race and training areas.
 - o Meeting areas including Jury and for the Captains meeting.
- Meet other key OC members, including:
 - o The Chief of Timing and Calculation about the equipment, setup software and protocol for electronic and manual timing.
 - o Chief of medical about the setup and medical plan.
 - o Chief of Course about the setup and maintenance plan.
 - o Race administrator about the setup and documents including liability insurance, registration, accreditations, use of FIS latest/up-to-date data.
- Preparation of the Team Captains meeting:
 - o Check the entry list including FIS points
 - o Verify the adherence to Quotas
 - o Validate the setup of the draw board
 - o Identify the Referee and if appropriate the assistant Referee
 - o Supervise and assist the organization of the meeting
 - o Chair the first jury meeting in order to approve the medical plan
 - o Prepare the Chef of Race in order to follow proper protocol using TC Checklist
- During the Captains meeting:
 - o Ensure proper conduct of the meeting including the Draw
 - o Make sure proper official documentation is completed
 - o Make sure all is clear for the race or official training

Just prior to the race

The TD will:

- Organise the inspection and the follow up Jury meeting
- Overlook the final course preparation

During the race

The TD will:

- Be present in the course area.
- Be attentive, decisive, prompt and take notes.
- Work closely with the Jury, the team captains and the coaches.
- Observe that the valid rules and directives with regard to advertising, on clothing and race equipment are obeyed.
- Supervise the technical and organizational conduct of the event.
- Advise the organization concerning the observance of the FIS Rules and regulations, and directives of the Jury.

After the race

The TD will:

- Help with the compilation of the Referee's report.
- Calculate the race and penalty points for the individual races. If these points are calculated by computer, it is the TD's duty to re-check the points and to confirm their accuracy with his personal signature. Above all he checks the correct use of the corresponding F value for each event.
- Present properly submitted protests to the Jury for decision.

- Sign the official result lists provided by the race secretary and gives the authorization for the award ceremony.
- Oversee the electronic transmission of the Timing Report (TDTR) xml files and complete his TD Report online immediately after the event. He must also check that the results are correct on the FIS website. For more information see Rules of the FIS Points.
- Present to the FIS proposals for changes in the competition rules on the basis of practical experience at the event in question.

In general

The TD will:

- Decide on questions which are not covered or are insufficiently covered by the FIS Rules in so far as these have not already been decided by the Jury and do not fall within the scope of other authorities.
- Work very closely with the Referee and Assistant Referee.
- Has the right to propose to the Jury the exclusion of competitors from participating in the race.
- Has the right to obtain support from the Organizing Committee and all officials under its jurisdiction in all matters necessary for the fulfilment of his duties.

7. The 10 TD Rules

1. The TD must arrive at the event site, 24 hours (48 hrs for speed events) before the first Captains meeting, well prepared and thoroughly informed about the situation.
2. An experienced TD listens attentively and poses searching questions in order to elicit all necessary information.
3. No Team Captains' Meeting without a preparatory Jury meeting - The Jury should prepare the Team Captains' Meeting so that the team captains and trainers only need to ask questions concerning details. If not all members of the Jury are present before the first meeting, the TD and Chief of Race prepare the meeting so that as few questions as possible remain open.
4. Decisions in the Finish after course inspection - If there are important decisions to be taken after course inspection, these should only be taken after the entire competition slope has been inspected.
5. Radio Discipline - The radio is not a telephone but a vital control instrument. It is to be used for important communications only, and during a race 'radio silence' is in force except for the control of critical situations.
6. If in doubt, provisional start - For re-runs, false starts etc. Observing, listening and asking questions - Exhaust all information channels.
7. A Quiet Place - The Jury gather in an appropriate and quiet place where no one can overhear discussions.
8. The TD should strive for unanimous Jury decisions whenever possible, but before the Jury reaches a decision all possible information should be gathered and used during Jury deliberation. Due process is a must.
9. Make positive decisions - In cases of doubt, decide in favor of the athlete, the subject or the sport.
10. All's well that ends well - The race is only finished when there are no more open questions. Always grant a provisional start unless there is conclusive evidence to deny such a start.

8. List of Appendices

Useful organizational documents and checklists (also available on the FIS Website)

8.1 FIS Event Timetable for TD | Appendix A

Prior to arriving at your assignment location

- Early on and during the season, check on the FIS Web site if any changes have occurred about your assignment.
- Six weeks, at least, before the event, you must contact the OC
 - Present yourself, offer your help to make the event memorable for the athletes.
 - Remind them you are the FIS representative for ensuring race quality and conduct
 - Provide them with your contact information such as phone number and email address.
 - Inform them you will be sending shortly a data sheet partially completed and they will need to fill any blank section as soon as possible.
 - Touch on the plan traveling arrangement, cost estimate and date of arrival. This information will also be forwarded shortly to them in an email.
 - Ask if the OC is making the lodging arrangement?
 - Ask if the OC has sponsors or other arrangements to keep costs down on traveling, hotels and/or car rental or anything else.
 - Request any documentation (homologation and prior TD reports) that can be obtained electronically

On site prior to the first Captain's meeting

- Verify for yourself if everything physically corresponds to the data you have collected and checked the right box on each item of the checklist

In addition

- Examine snow conditions, depth, hardness
- Ask about local weather forecasts
- Make and discuss a weather related plan for possible changes
- Look for and ask about thin spots or any trouble areas on the piste
- Look at protection and use homologation safety plan as well as your knowledge and local knowledge
- Ask about snow making, water and grooming help
- Ask about number of volunteers to assist with hill prep and maintenance
- Identify starts and finishes
- Compare to homologation topo map and specifications
- Assist with identifying protection placement location and quality of installation, work with OC on the hill
- Re-evaluate progress at end of the day and make plans for tomorrow
- Sit with OC and discuss either next day work or event day work
- Sit with RA and review entries taking in considerations, registration forms, quotas, points, traveling letters and expectations for pulls and adds
- Validate with RA points list and various required information for software
- Work with timing and record equipment numbers and compare with approved list
- Ask about handling of EET procedure
- Ask to see hand timing equipment
- If speed examine course set
- If tech find out when first set will occur and access to the hill
- Review medical plan with referee and with CR approve with minutes
- Ask about crowd control
- Where is official notice board
- What time for event jury inspection

TC Meeting

- Arrive early
- Assist RA with board
- Identify Referee prior to start of meeting
- Ensure board is correct before draw
- Ensure proper conduct of captains' meeting and draw
- Invite all coaches to jury inspection
- Review TC check list items are covered for event
- Discuss jury positions and yellow flag zones
- Wish all a successful race day

2nd TC Meeting

- Same as above
- Congratulate winners
- Discuss any issues you observed that need correction
- Review any jury discussions that are pertinent to all for next day

Day of the Event

- Be attentive and prompt
- Look and act professional, you represent the FIS
- Observe and assist in course set
- Verify legality of course set
- Check in with timing
- Talk to start and finish referees
- Talk with starter
- Verify patrol on site
- Verify start and finish installations
- Take notes of approval times for jury minutes
- Observe inspection
- Identify head gate judge and protocol for collection of cards
- Talk with and thank gate judges

Following the race

- Help with the compilation of the Referee's report
- Calculate the race and penalty points for the individual races. If these points are calculated by computer, it is the TD's duty to re-check the points and to confirm their accuracy with his personal signature.
- Present properly submitted protests to the Jury for decision
- Review results provided by the race secretary and gives the authorization for the award ceremony
- Oversee the electronic transmission of the Timing Report (TDTR) xml files and completes his TD Report online immediately after the event. He must also check that the results are correct on the FIS website. For more information see Rules of the FIS Points

Following the event

- Complete the expenses report with appropriate documentation
- Write a summary evaluation of the event
- Take time to thank the OC with personal comments
- Present to the FIS proposals for changes in the competition rules on the basis of practical experience at the event in question

8.2 Pre-Event Checklist for TD | Appendix B

(You fill in what you know and then you complete with the CR) / (Last column checked when on site)

Name of CR / Phone #		
Name of event		
Location of event		
Date of event		
Accommodation details with dates		
Date/time/location/whom - 1 st OC meeting - Hill & Data Inspection		
Date, Location & setting of Captains' meeting		
Codex #		
Date		
Gender		
Discipline		
Name of trail(s)		
Homologation(s) #		
Start elevation		
Finish elevation		
Courses training setting		
Pole type & homo		
Panel & homo		
Race Notice		
Name of CT&C / Phone #		
Description of the timing equipment & issues		
Radio & Jury channel		
Name of RA / Phone #		
Software, forms & data used or issues		
Insurance coverage		

8.3 The Team Captains' Meeting | Appendix C

The Team Captains Meeting is the most useful leadership tool that the Organizing Committee has and should be a showcase piece of management. The meeting should reflect the professionalism of both the Jury and the Organization Committee. It should be short, to the point and extremely well prepared. With ill prepared meetings, unclear directives, an unclear timetable or program, the chances of confusion the following day are high. This could lead to friction between teams, or between teams and the Organizing Committee, generating complaints and discord that create an unnecessarily negative atmosphere during the competition.

It is not absolutely necessary for the TD to chair the Team Captains meeting, The TD must, however, prepare it ahead of time with the Jury and Organisers. It may be that the OC sets great store in chairing the meeting themselves if they have a person (Chief of Race) capable of doing so.

The Team Captains Meeting must be

- Short
- Precise and to the point
- Clear

All-important points are to be kept in written minutes and translations, where necessary, are to be arranged (FIS languages).

The FIS official forms are to be used where applicable and particularly for the program, roll call and minutes.

8.4 Aids for Leadership and Due Process | Appendix D

The TD has a very important and many-sided task to accomplish, particularly when unexpected situations arise that are not dealt with in the ICR. The TD must constantly strive to consider each and every decision to the fullest degree in order that he does not have to return to the thought process again.

Today the International ski race environment is very professional and the TD must strive to 'speak the same language', work closely together with the Jury and to use Team Captains' Meetings as an important instrument of leadership.

In the framework of the annual TD Update, the sequential steps of leadership progression are taught and practiced using examples from actual event situations. This is to ensure that the TD learns to make decisions in the correct manner, whilst taking note of the knowledge of professional coaches and other officials.

The Leadership Sequence

1. **Grasping the Problem**
 - What is it all about?
 - Structure of the problem
 - People involved
2. **Setting of Goals**
 - Minimum
 - Maximum
3. **Planning**
 - Establishment of procedural policy
4. **Immediate Steps**
 - Priority changes
 - Formation of ad hoc teams
 - Gain specific information
5. **Reaching Decisions**
 - Judgement of the situation
 - Analysis of the current situation
 - Investigation of similar cases
 - Examination of potential problems
 - Comparison of alternatives and variations
 - Coming to a decision
6. **Communication**
 - Briefing to set goals
 - Announcement of general instructions
 - Weather
7. **Distribution of Tasks**
 - Issuing of instructions
 - Influence by motivation
8. **Coordination**
 - Define and allocate areas of responsibility
 - Set deadlines

9. Supervision

- Spot checks
- Making reports (timings/deadlines)

10. Confirmation

- Confirm priorities and tasks
- Any questions?
- Next meeting/deadline

Leading Discussion

The TD must make sure that he leads the discussions and that they remain focused. General chatter about irrelevant subjects should be firmly stopped. Every one present will appreciate a TD who clearly and succinctly presents a subject to be discussed, weighed, and resolved - particularly when a decision is required. If the TD follows the guidelines laid out below and the leadership sequence outlined earlier, all forms of discussion leading to decisions will be much simpler. Depending on the circumstances, the TD should select either the 'tight framework' program (e.g. if time is pressing - few possibilities) or the 'extended framework' (where more deliberation time is available).

Tight Framework:

1. Outline the situation and explain topics for discussion (agenda)
2. Propose a solution with at least one alternative
3. Brief period of thought (brain-storming)
4. Ask for opinions of the Jury members
5. Cross questioning, clarify any uncertainties
6. Vote. The TD is to vote last (casting vote)
7. Compose the decision: 'The Jury has decided...'
8. Minute and promulgate the decision.

Extended Framework:

1. Outline the situation and explain topics for discussion (agenda)
2. Seek a decision through open discussion by:
 - Brain storming (absolutely no criticism), allow free reign of thought, the more ideas the better, develop each thought further, but limit time.Or
 - Guided discussion (summarize, question, supplement)
3. Reduce the most important ideas for a solution to two or three alternatives and consider assigning weighting values
4. Evaluate each alternative by discussion (establish priorities)
5. Put proposed solution and alternative to the vote (pt. 6, tight framework above)
6. Compose the decision: 'The Jury has decided...'
7. Minute and promulgate the decision

Sanctions – Using Legal Procedure

1. Think – Do not rush
2. Hearing – Accused has the right to be heard
3. Facts – You must have them
4. Consider – Discuss all options
5. Decision – Make any punishment fit the 'crime'
6. Written – All Jury decisions must be documented
7. Deliver – FIS, National Association, Person

8.5 Security (Safety) – The 13 points | Appendix E

Security is the prime responsibility and concern of the TD who must therefore take every possible precaution to prevent accidents, particularly to prevent injury to competitors. Important points to be considered are:

1. Security (cordoning/fencing off) of the competition slope/area.
2. Inspection of competition slope edges and particularly the fall zones. There must be sufficient snow coverage.
3. Cover rocks and other obstacles with snow and/or sufficient padding.
4. Check on course barriers, in fall zones no solid fences without adequate protection.
5. Check on the security nets, catch strength, length, anchoring.
6. Inspect the course setting paying particular attention to fall zones.
7. Correct positioning of flex-poles for Slalom and Giant Slalom (the hinge element must not protrude above the snow).
8. Check the flex poles and gate panels for splintering material, exposed metal parts, panel fastening.
9. If necessary, erect movable security netting in direct fall zones, on the outer edges of turns, etc.
10. Check the last gates for unimpeded run-in line and speed.
11. Check the protection of the Finish posts (wide enough, with vertical banners, where possible, for Down/hill and Super G).
12. Check the protection of the Intermediate and Finish Timing equipment.
13. Check the Finish (preparation, run-out sufficient for arrival speed, layout, protection, security, spectator control).

Security Issues – Points to note

- Course setting is critical to control speed.
- Turns must be completed.
- Width is required - critical to course setting.
- Many courses are not wide enough.
- 'B' security netting takes space – 3 rows = 6-10 m. (refer to manufacture guidelines)
- Jumps and their take-off and landing zones must be properly prepared.
- Take-off zones are often 10-30 m back from the edge of the jump.
- Sitting back can create a 'launch' effect.
- Observe caution if Ladies and Men share same course as ladies have in general 30% less strength.
- Ladies course are generally less demanding and have less jumps.

Security – The Message

- Competitors making contact with the security systems must always be the last resort.
- Course preparation is vitally important.
- Course setting controls the competition.
- The width of the competition slope must always be considered.

8.6 Guidelines for Action in the Event of a Serious Accident | Appendix F

The FIS developed the Injury Surveillance System (ISS) and commenced data collection from the beginning of the 2006-2007 winter season. The main objective of the FIS ISS is to provide reliable data on injury trends in international skiing and snowboarding at the elite level. Specific objectives include:

- Monitoring injury patterns in all FIS disciplines
- Monitoring trends in injury risk with time
- Providing background data for in-depth studies of the causes of injury for particular injury types in specific disciplines, e.g. knee and head injuries in alpine skiing, snowboarding and freestyle skiing.

The ultimate objective of the FIS ISS is to reduce injury rates which may include changes in rules and regulations, equipment or coaching techniques based on data provided by the project.

For the purposes of the FIS ISS, a reportable injury is defined as **an injury that occurs during competition or official training and requires attention by medical personnel.**

A detailed Injury Report must be complete for each injury. This report will include:

- event information
- personal information
- type of injury
- body part injured
- severity of injury
- injury circumstances
- course conditions
- weather conditions
- wind conditions
- availability of video recording of the injury

If multiple injuries result from the same accident, the report should include information on all injuries. An example would be a skier who suffers a concussion, fractured ribs and a punctured lung from the same fall.

Roles and Responsibilities – Who Needs to Do What?

- The event Technical Delegate (TD) needs to collect the Injury Reports for all injuries occurring during competition or official training at their event. TD's at World Cup events should e-mail or fax the Injury reports from their events to the FIS administration within three days. TD's at other events can send them by regular mail
- To obtain the technical medical information to complete the Injury Reports, the TD should enlist the help of a medically trained individual (event medical supervisor, FIS Medical Guide page 31 Edition 2013 physician, physical therapist, athletic trainer, ski patrol), whenever available.
Event TD's should also check whether tapes or videos were taken of the injury by team coaching staff or others, and provide information on contact details to obtain a copy of the injury videotape.