



INTERNATIONAL
OLYMPIC
COMMITTEE

THE OLYMPIC GAMES: A SPRINGBOARD FOR YOUNG PROFESSIONALS



The International Labour Organization (ILO) supports the important efforts of the International Olympic Committee (IOC) to promote employment and professional development opportunities for young people through their involvement in the Olympic and Paralympic Games. These opportunities are aligned with the ILO's Decent Work Agenda, which is comprised of four pillars: job creation, rights at work, social protection and social dialogue.

It is imperative that Organising Committees for the Olympic and Paralympic Games (OCOGs) leverage opportunities that prepare young people for the future. Initiatives that an OCOG implements, such as those highlighted in this Guide, can have extraordinary and meaningful impacts for host residents. An OCOG, together with public and private partners, can contribute significantly to young professional employment and development through their Games hiring programmes.

Since 2006, the ILO has conducted research in the area of skills developed through and in sport. Results have highlighted the need to: a) use clear frameworks by OCOGs and other relevant stakeholders; and b) address skills development of youth and volunteers in the process of staging the Games.

The ILO Centenary Declaration for the Future of Work, adopted by the International Labour Conference in June 2019, recognised the importance of “promoting the acquisition of skills, competencies and qualifications for all workers throughout their working lives as a joint responsibility of governments and social partners, in order to address existing and anticipated skills gaps,” and to, amongst other priorities, “enhance workers’ capacity to make use of the opportunities available for decent work.”

Hence, the ILO fully encourages social partners and OCOGs to prioritise youth and volunteers in their plans and to use this Guide as a reference tool to effectively identify, develop and implement such programmes. This joint Guide is a starting point for more initiatives to come in the important area of achieving decent work in sports.



**International
Labour
Organization**

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EXECUTIVE SUMMARY

The Olympic Games represent a unique opportunity for a host to provide significant employment opportunities and skills development programmes for its young professionals. The past several editions of the Olympic Games have offered many young professionals the opportunity to build their capability, gain experience and develop advanced skills in sport and event management.

These programmes are an integral part of the Workforce focus area of the IOC Sustainability Strategy. Supported by the International Labour Organization (ILO), the IOC requires OCOGs to provide their young professionals with quality educational and skills development opportunities, and this Guide outlines recent Games experiences in this area.

Young professionals, generally members of the OCOG staff in their 20s, can be key contributors to Games delivery while at the same time can obtain and strengthen their skills in event planning, operations, communication, teamwork, problem solving, mediation, personal development, technology, and leadership.

The ongoing dialogue prior to election and all phases of an OCOG's lifecycle present opportunities for Games organisers to prepare for and implement employment and skills development programmes for young professionals. Typical initiatives include internships and apprenticeships, new graduate recruitment programmes, bespoke staff development programmes, role-based skills training, and on-the-job experience and capability building. These are supplemented by the OCOG's Games Readiness Programme for all staff preparing for their Games-time roles. The IOC also assists with Olympic Games learning initiatives such as train-the-trainer resources and knowledge transfer programmes from previous hosts. In the lead-up to the end of the OCOG's lifecycle, outplacement programmes, promotion of young

professionals to future employers, and other resources are typically made available.

In the Strategy phase of Olympic Games planning, i.e. between being awarded the Games and approximately four years out from hosting the Games, an OCOG translates its vision for youth into strategies that underpin young professional employment and development programmes. The OCOG also takes time in this phase to build strong relationships with key stakeholders and partners that will support these programmes.

During the OCOG Planning and Readiness phases, i.e., running up to just four months before the Games, the OCOG staff grows dynamically and, with it, so do the opportunities for young professionals. In these phases, many recent OCOGs have leveraged programmes that address budget challenges or talent shortages while at the same time providing skills and capability-building for their young staff.

Finally, with Games-time operations, the OCOG, and by extension its major contractors and service providers, could provide thousands of short-term roles to young people in the host labour market with intense training and work experience in Games venues.

Once the Games have concluded, an OCOG can help its young professionals for long-term career success with future employers. It can also promote the continuation of youth employment and development programmes with legacy organisations and other partners.

Having young professionals as part of an OCOG's staff provides substantial benefits to the Games, bringing their talent, skills, diversity and enthusiasm to their roles. OCOGs can innovate on programmes delivered in recent Games to achieve greater success while meeting their workforce sustainability goals.



1.0

INTRODUCTION

INTRODUCTION

Staging successful Olympic Games requires thousands of dedicated professional staff, enthusiastic volunteers and other short-term workers – the workforce is the lifeblood of the Olympic and Paralympic Games (collectively referred to as “the Games”). For many people the chance to play a part in one of the most iconic events in the world is a crowning achievement, both professionally and personally. For Games organisers with a responsibility to deliver the workforce and provide valuable work experiences, particularly for young people, great care should be taken well in advance to ensure that robust employment and development programmes are put in place.

Workforce is one of the five focus areas of the IOC Sustainability Strategy. With regard to the Games, the Sustainability Strategy sets out requirements for an Organising Committee for the Olympic and Paralympic Games (OCOG) that includes the provision of skills development opportunities for young professionals.

This Guide has been developed to assist Interested Parties, preferred hosts and OCOGs with understanding

the types of programmes that may be implemented and the experience of previous OCOGs with their youth employment and development efforts. It also outlines the young professional-related activities that the People Management team and others in the OCOG may undertake during each phase of the OCOG's lifecycle.

This Guide is primarily aimed at the leadership teams of Interested Parties, preferred hosts and OCOGs who will play an important role in defining strategic workforce objectives and programmes that include young people; their training, development and knowledge transfer.

This Guide will also benefit members of the People Management team who have responsibility for the recruitment strategy and/or for the OCOG's training and development programmes. It is hoped that this document will shorten the learning curve for People Management teams and accelerate the adoption of young professional initiatives.

This Guide was developed by the IOC in collaboration with the ILO and with the contribution of recent OCOG People Management executives.

THE IOC'S SUSTAINABILITY STRATEGY
SETS OUT REQUIREMENTS FOR
AN ORGANISING COMMITTEE FOR
THE OLYMPIC AND PARALYMPIC
GAMES (OCOG) THAT INCLUDES THE
PROVISION OF SKILLS DEVELOPMENT
OPPORTUNITIES FOR YOUNG
PROFESSIONALS



1.1

EDUCATIONAL AND SKILLS DEVELOPMENT OPPORTUNITIES FOR YOUNG PROFESSIONALS



This section provides an overview of the IOC's and ILO's commitment to employing and developing the employment potential of young people. It also defines young professionals and the types of skills which may be gained by working with the Games.

EDUCATIONAL AND SKILLS DEVELOPMENT OPPORTUNITIES FOR YOUNG PROFESSIONALS

IOC Sustainability Strategy and young professionals

Developing opportunities for young professionals in the Games is at the heart of the IOC's vision, articulated in the [Olympic Agenda 2020](#). The collection of 40 recommendations, unanimously agreed at the 127th IOC Session in Monaco in December 2014, articulates a vision for the future of the Olympic Movement that is underpinned by three pillars, i.e., credibility, sustainability and youth. This vision, along with recommendations 4 and 5 of Olympic Agenda 2020, served as the starting point for the IOC Sustainability Strategy that was adopted by the IOC Executive Board in December 2016. Olympic Agenda 2020 also enabled sustainability to be recognised in 2015 as a working principle for the Olympic Movement and has since been included in the Olympic Movement's vision statement.¹

The [IOC Sustainability Strategy](#) is framed around the IOC's three spheres of responsibility and five focus areas, one of which is Workforce. "This focus area refers to the working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement."² The Strategy advocates that "the sport sector can and must be a standard bearer for decent working conditions, fair wages and equal pay for work of equal value. It should promote accessibility to training and education and encourage positive work-home life balance."³ It further adds that working conditions must be safe and healthy, that diversity, inclusivity and gender equality must be respected, and that workers' lives and health should not be put at risk by forced labour, discrimination and other abusive practices (and that compliance to these intentions is not only embedded within the Olympic Host Contract but is equally applicable throughout the supply chain).⁴

The IOC believes that important opportunities exist for young professionals to develop their education, qualifications and leadership skills across the Olympic Movement, and it has committed itself, host cities and the OCOGs to work to strengthen their practices with this strategic intent.

ILO support

For more than 90 years, the ILO and the IOC have formally collaborated. In the course of this cooperation, the ILO and IOC adopted an agreement in 1998 in which they committed to promote the "development of individual potential of creative talents and productive skills."⁵ These objectives continue to be pursued through initiatives aimed at:

- a) establishing national collaborative frameworks for sport and development initiatives involving sport bodies, NOCs, UN agencies and ILO constituents, along with employers, workers' representatives and ministries of labour;
- b) identifying sport-related skill sets which enable access to job opportunities; and
- c) benchmarking these skills against existing employability skills frameworks.

Moreover, the ILO makes concerted efforts to harness the utility of sport as a social and economic lever, particularly to the benefit of youth. Its Youth Sport Programme (YSP), supported by the IOC, assessed needs, identified job opportunities within sport and developed youth employability skills within the sport sector. Some of the initiatives reflected in the YSP can still be relevant to OCOGs and host cities as they explore training and skills development for young professionals.

The ILO believes that skills developed in the practice of sport and the organisation of sports events enhance the employability of young people, making them more attractive to future employers.

The ILO contributed to the development of the IOC Sustainability Strategy, particularly with the priorities on youth and with the workforce sustainability pillar, and the ILO leverages its extensive tripartite network and Decent Work Agenda⁶ to support initiatives that will enhance sustainability in sport.

With its recent [ILO Centenary Declaration for the Future of Work](#), adopted on 21 June 2019, the International Labour Conference declared that efforts must be directed to "developing effective policies aimed at generating full, productive and freely chosen employment and decent work opportunities for all, and in particular facilitating the

¹ IOC Sustainability Strategy, December 2016.

² IOC Sustainability Strategy, 35.

³ *Ibid.*, 35.

⁴ IOC Sustainable Sourcing Guide for Organising Committees for the Olympic Games, January 2019, 68.

⁵ Cooperation Agreement between the International Olympic Committee and the International Labour Organization, January 1998.

⁶ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

The IOC Sustainability Strategy Framework



transition from education and training to work, with an emphasis on the effective integration of young people into the world of work”.⁷

The Centenary Declaration further affirms its human-centred approach, with priorities such as respect for fundamental rights, achieving gender equality, providing equal opportunities for people with impairments, delivering adequate wages, and ensuring health and safety in the workplace. These priorities closely align with the IOC’s workforce sustainability objectives.

Young professionals

The IOC loosely defines young professionals as members of the workforce in their 20s working in professional

roles in the organisation of the Olympic Games. The individuals that meet the definition of young professionals in each OCOG will vary based on the unique culture and context of the host country. Whatever parameters are used, young professionals are important contributors to a successful Games edition, bringing their talents, enthusiasm and energy to the project.

Many young people struggle to launch their careers. According to the ILO’s World Employment and Social Outlook – Trends 2020 report, participation rates of youth in the workforce have fallen by 15 percentage points over the past two decades, with 22 per cent of youth aged 15-24 worldwide not in employment, education or training. This trend can be ascribed to greater educational enrolments and delayed entry into the workforce,

⁷ ILO Centenary Declaration for the Future of Work, 4.

https://www.ilo.org/ilc/ILCSessions/108/reports/texts-adopted/WCMS_711674/lang--en/index.htm

skills mismatch, high levels of youth unemployment (approximately 10 per cent among young people aged 15-24), and a lack of rewarding job opportunities and other barriers to decent work.⁸ Labour market challenges faced by young people are not expected to abate in the coming years. Further, young people constitute 32 per cent of the global potential labour force but only 21 per cent of the working-age population. This global dynamic of increasing numbers of inactive youth poses challenges for any labour market, including those hosting the Games.

Investments in attracting, employing and developing young professionals yield important legacies for a host community. The young professionals appointed by an OCOG may become future leaders in their labour markets. The skills developed through the planning and staging of the Games will be leveraged by young professionals in their careers after the Games, increasing their opportunities and providing employers with a highly talented and skilled workforce adapted to the future of work. Finally, providing opportunities for young professionals will contribute in addressing unemployment and the underutilisation of the skills and potential of this important segment of the population.

Skills opportunities through sport and organising the Games

The ILO observes that the world of work is undergoing rapid and deep changes brought about by technological development, demographics, globalisation, and climate change. In a 2018 Report on Global Skills Trends prepared with the Organisation for Economic Co-operation and Development (OECD) for the G20 Employment Working Group, the ILO examined how these changes will impact the skills needed for future employment opportunities and the learning strategies required to support these skills. Particularly for youth, the ILO found that addressing the need to develop these skills should go beyond the educational system and should include skills and knowledge development through experiential learning, such as quality apprenticeships and other forms of work-based learning.⁹ Importantly, these training programmes should address more than just the narrow occupational skills required to perform a specific role and should include development of

soft skills. The Olympic Games provides a key opportunity for OCOGs and hosts to advance such an approach and possibly deliver such programmes.

The United Nations, through its pioneering work on sport development and peace, identified a set of sport-specific skills which could be combined with core skills for employability.¹⁰ (See graphic on next page.)

According to the ILO, these skills are unique and add value to generic employability skills frameworks.¹¹ They may be identified before and during sporting events together with required positions, tasks, and competencies.¹² (See graphic on page 12.)

For those organising the Games, these skills and values may be further amplified, making young professionals even more attractive to future employers. According to Jean Tomlin, former Human Resources Director for the London 2012 Games, “Our younger staff were brilliant, and we tried to instil the Olympic values in them. These are values that any Human Resources team would want to find in recruiting new staff.”

Recent OCOG People Management¹³ leaders were asked about the key areas in which they believed young professionals excelled after working for an OCOG. This list of skills was then used as an input to a survey of Beijing 2022 young professionals. Fifty Beijing 2022 staff, mostly in their late 20s and with at least six months of work experience at the OCOG, were asked to identify the skills they personally had developed or strengthened as a result of their OCOG experience. There was broad consensus, both from the People Management executives and the Beijing 2022 young professionals surveyed, that the Games experience provides a young professional with a unique, employable set of technical, soft and core skills. These are outlined in the graphic on page 13.

As expected, event planning skills were the most common skills identified by Beijing 2022 young professionals given the nature of the OCOG as an event organiser. They were followed closely by communication and teamwork skills. 93 per cent of respondents indicated that working in the OCOG has helped further their professional goals.

⁸ *World Employment and Social Outlook – Trends 2020*, ILO, 19.

⁹ *Global Skills Trends, Training Needs and Lifelong Learning Strategies for the Future of Work*, ILO, June 2018, 20.

¹⁰ *Report from the United Nations Inter-Agency Task Force on Sport for Development and Peace*, March 2003, 8.

¹¹ *Beyond the Scoreboard. Youth employment and skills development in the sport sector*, ILO, 2006 (edited by G. di Cola), 188-189.

¹² *Travail Décent, Développement local et Sport*, Bureau International du Travail, 2008, 51-54.

¹³ People Management is the IOC's term for the area of the OCOG which mobilises all the individuals needed to deliver the Games including OCOG staff, volunteers, contractors and other participants. For the long-term staff of an OCOG, People Management provides the traditional human resources activities of an organisation and guides their journeys toward their Games-time roles.

However, when these young professionals were asked to identify the skills they had developed – and which they considered were most valuable to them in preparing for their future careers – approximately half indicated problem solving skills, just beating out the event/project planning skills in perceived value among participants.

While the survey reflects only one OCOG's context, the People Management leaders of previous and current OCOGs agree that problem solving, event/project planning and communication are skills that are highly valued and adaptable to nearly any industry OCOG staff may wish to pursue post-Games.

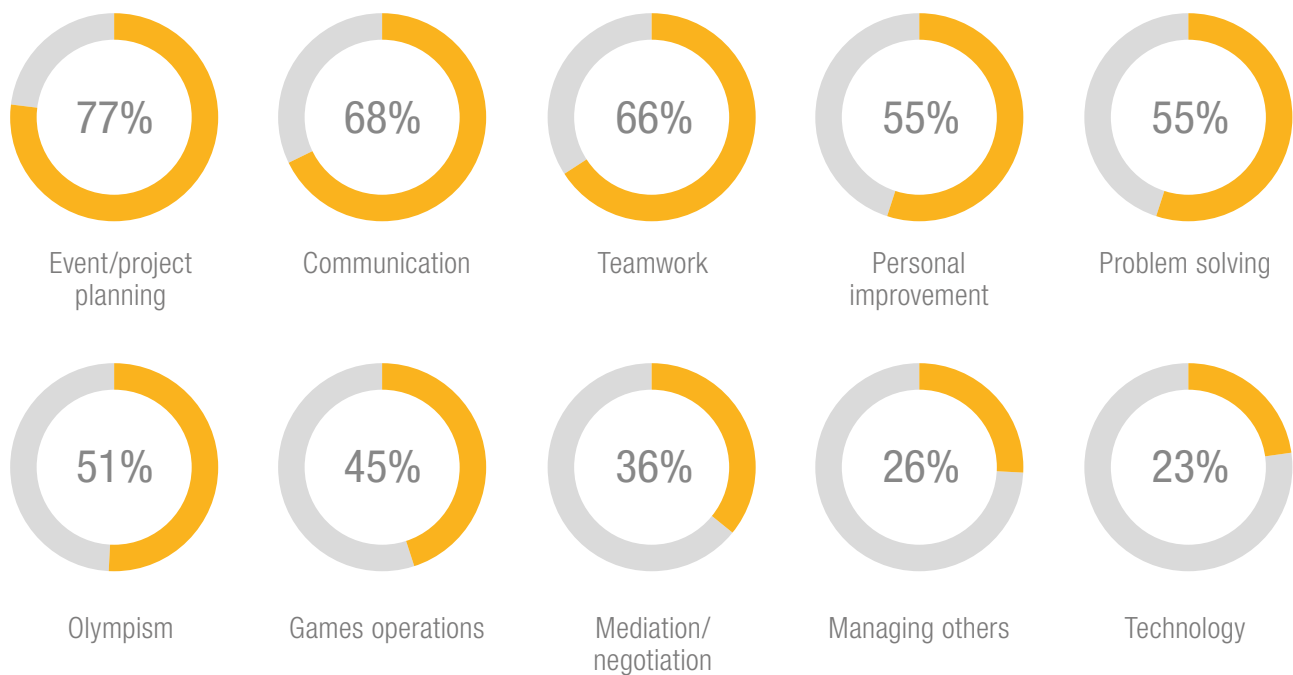
Skill and values learned through the sports sector as identified by the United Nations



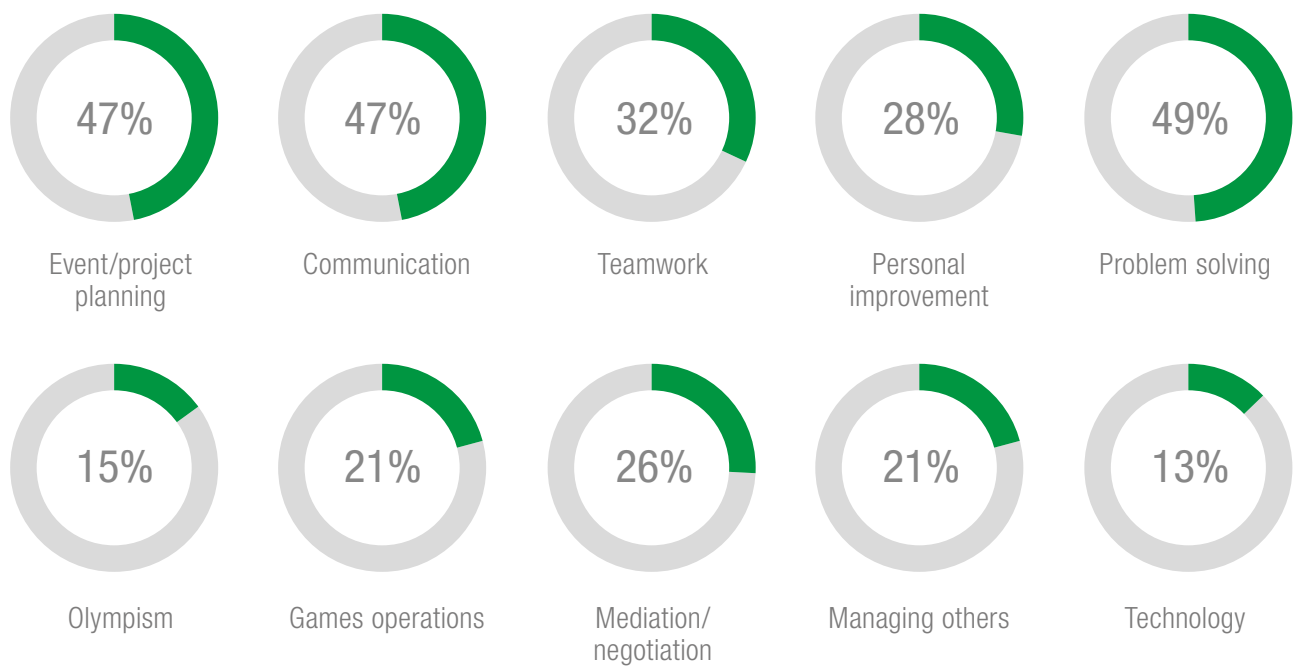
Comparison of sports sector skills and core OCOG skills

Core OCOG skills/values	Description	Alignment with sports sector skills selected by the ILO
Event/project planning	Planning different aspects of the Games, such as defining services or operations at venues; defining project plans, milestones, tasks, etc.	Managing competitions (event organisation)
Games operations	Performing in an operational role at Games-time	
Communication	Liaising with stakeholders; interacting with other team members; providing information to the public; radio communications, etc.	Interpersonal communication
Teamwork	Working as part of a venue team or a functional area working on specific Games-related deliverables	Teamwork Teambuilding Multi-disciplinary approach
Problem solving	Resourcefulness in planning and operating with limited resources; responding to stakeholder requests; dealing with foreseen and unforeseen challenges in operations; activating contingency plans; incident response at Games-time, etc.	Problem solving
Mediation/negotiation	Managing stakeholder expectations	Mediation and conflict resolution skills
Personal improvement/development	Identification of development needs to perform successfully in the OCOG; research; skills development; participation in Games readiness programmes	Respect for rules Respect for others
Managing others	Managing other OCOG staff; leading a team; managing volunteers or other workforce members in an event environment, etc.	Managing performance, training; volunteering; Taking care of others
Technology	Operating typical software needed in an OCOG as well as bespoke Games management systems; radio communications, etc.	Using technology and equipment
Olympism	Applying the principles of Olympism to daily work activities, relationships, and preparations for Games	Health lifestyle Fair play Tolerance

Percentage of Beijing 2022 work experience participants who reported progress in key professional skills



Skills considered most valuable to a future career





1.2

THE LIFECYCLE OF THE GAMES AND EMPLOYMENT AND DEVELOPMENT OPPORTUNITIES FOR YOUNG PROFESSIONALS



This section introduces the lifecycle of the Olympic and Paralympic Games and highlights some of the resources and programmes available for young professionals in each. Subsequent sections of this Guide are structured to follow the phases of the lifecycle.

THE LIFECYCLE OF THE GAMES AND EMPLOYMENT AND DEVELOPMENT OPPORTUNITIES FOR YOUNG PROFESSIONALS

The Games lifecycle

The journey to hosting the Games begins with an open dialogue between the IOC and Interested Parties (Pre-Election) and then, after the Games are awarded to a host city, within a defined period of time an OCOG is formed. The multi-year timescale for the delivery of the Games is characterised by five phases:

1. Strategy (approximately G-72 months to G-49 months)
2. Planning (approximately G-48 months to G-25 months)
3. Readiness (approximately G-24 months to G-4 months)
4. Games (G-3 months to Games-time)
5. Legacy Realisation (G+1 month and onwards).

In preparing for each of these phases, the People Management team will identify the number of staff needed to undertake key planning and operational activities. Training and development programmes are also built to ensure that the staff working on the candidature and for the OCOG (including young professionals) are fully equipped to perform their roles. Some of the typical programmes are highlighted in the table on the next page.

THE JOURNEY TO HOSTING THE GAMES BEGINS WITH AN OPEN DIALOGUE BETWEEN THE IOC AND INTERESTED PARTIES (PRE-ELECTION) AND THEN, AFTER THE GAMES ARE AWARDED TO A HOST CITY, WITHIN A DEFINED PERIOD OF TIME AN OCOG IS FORMED

Phase	Overall focus	People Management focus to support young professionals	Typical OCOG resources/ programmes available to young professionals
Pre-Election	Interested Parties/preferred host(s) work with all relevant authorities, stakeholders, and the public to create a Games concept that leaves a positive, long-term and sustainable legacy.	Developing opportunities and commitments regarding youth employment and development	Internships
Strategy	The OCOG focuses on vision, governance model, roles and responsibilities, identification/ confirmation of capabilities (e.g., available resources, expertise), engagement with communities, development of key strategies (e.g., legacy, sustainability), promotion, brand strengthening, and building the commercial programme.	<p>Studies on the types and quantities of skills needed to organise the Games</p> <p>Labour market availability study (to understand available labour supply and demographics)</p> <p>Define strategies for provision of opportunities and access to skills training, diversity and inclusion objectives, etc.</p> <p>Develop recruitment and training and development strategies</p>	<p>Internships</p> <p>Olympic Games Learning participation (supported by the IOC)</p>
Planning	The OCOG implements an integrated planning approach to detail what, how, when, where, and by whom services will be delivered.	Implement recruitment, training and development strategies	<p>Internships</p> <p>New graduate programmes</p> <p>OCOG staff development programmes</p> <p>Olympic Games Learning participation (supported by the IOC)</p> <p>Role-based skills development programmes (e.g., project management, health and safety, etc.)</p>

Phase	Overall focus	People Management focus to support young professionals	Typical OCOG resources/ programmes available to young professionals
Readiness	The OCOG prepares itself for operations and delivery, including fit-out of venues, recruitment and training of Games-time workforce, implementing testing and readiness activities, etc.	<p>Implement educational and development programmes</p> <p>Provide Games Readiness exercises and workforce training focused on readiness</p> <p>Provide training for all workforce members on the Games, their roles, and the operations of the venues</p> <p>Provide outplacement support to assist staff in finding their next opportunity</p>	<p>Internships</p> <p>New graduate programmes</p> <p>OCOG staff development programmes</p> <p>Olympic Games Learning participation (provided by the IOC)</p> <p>Role-based skills development programmes (e.g., project management, health and safety, etc.)</p> <p>Event Management Development Programme</p> <p>On-the-job training</p>
Games	The OCOG, along with other stakeholders, delivers the Olympic and Paralympic Games.	<p>Continue final training and readiness activities</p> <p>Deploy workforce members into Games-time roles</p>	<p>Games-time workforce training programmes (event leadership, general, role and venue training)</p> <p>On-the-job training</p>
Legacy Realisation	The OCOG, along with other stakeholders, arranges for dissolution and the ongoing realisation and strengthening of legacies planned since the host city election.	<p>Continue to provide outplacement support to assist staff in finding their next opportunity</p>	<p>Outplacement programmes (CV-building, networking, interviewing, entrepreneurship, courses)</p> <p>Certificates/letters of reference</p>



1.3

MAKING YOUNG PROFESSIONALS' DEVELOPMENT A PRIORITY IN THE GAMES VISION: PRE-ELECTION



This section provides key examples of commitments to youth employment and development undertaken during the dialogue with the IOC before the host election.

MAKING YOUNG PROFESSIONALS' DEVELOPMENT A PRIORITY IN THE GAMES VISION: PRE-ELECTION

Hosting an Olympic Games can be an opportunity for a city and its region to align the Olympic project with its long-term sports, economic, social and environmental development plans. An Interested Party enters a dialogue with the IOC and other key stakeholders to help shape the potential benefits related to hosting the Games. Prior to the election of a host, the IOC encourages cities to conduct a needs assessment that considers working conditions, labour market demographics and economic development trends that will drive skills requirements for the future that can be translated into opportunities offered to future employees, volunteers and contractors involved in planning and delivery of the Games. These opportunities include skills development, knowledge transfer, healthy working environments, and diversity and inclusion efforts. These concepts are then woven into the Interested Party's vision for the Games and reflected in the commitments it undertakes prior to the host election. While each host starts its journey from a different point and thus needs to take into account its unique context and ability to contribute to staff development, several previous and current hosts have defined their Games vision with a focus on these opportunities in the context of youth – delivering skills and employment opportunities to young people.

Paris 2024 has made the broadest commitments to young professionals amongst recent Games. The Paris bid team wanted to ensure that their Games would drive progress for society and share opportunities around the Games with everyone. They prioritised young people across nearly all of their Games' objectives, setting up a [Generation 2024](#) committee within the candidature to ensure youth were included in all aspects of the vision.

During the two years of the candidature (for the 2024 Olympic Games), Paris 2024 worked very closely with the five national trade confederations in France, along with other public stakeholders, to adopt a social charter.

The social charter comprises 16 commitments involving the OCOG as well as other companies and public authorities that will be mobilised behind the Games. The commitments include:

- establishing socially exemplary governance and organisational structures;
- placing the quality of employment and working conditions at the heart of the economic impact of the Games;
- enhancing skills development and securing career pathways for employees and volunteers; and
- making sport, through the organisation of the Games, an engine of solidarity and social development.

The social charter's 10th and 11th commitments deal specifically with young people:

10. *Provide effective assistance to young people through professional or apprenticeship programmes in order to optimise their long-term access to the labour market.*
11. *Throughout the organisation of the 2024 Olympic and Paralympic Games, build and develop education, training, and skills development programmes relevant to labour market requirements (apprenticeships, work-based learning).¹⁴*

The Paris 2024 Social Charter was reconfirmed by the OCOG and the public delivery authority (SOLIDEO) after Paris was selected to host the Games. The charter is also supported by the largest French employer association (MEDEF) and continues to be promoted by the five national labour unions from France¹⁵ recognised by the ILO, which believes that the implementation of these commitments is instrumental in achieving a strong skills legacy from the Games.

“WE REALLY WANTED TO DEMONSTRATE OUR COMMITMENT TO THE DEVELOPMENT OF YOUNG PEOPLE, AND THIS GOAL IS NOT JUST REFLECTED IN OUR SOCIAL CHARTER, BUT ALSO WAS A PRIORITY IN OUR GAMES BUDGET”

Etienne Thobois, Director General, Paris 2024 bid committee

¹⁴ Paris 2024 Social Charter, 2.

¹⁵ The five national labour unions' representative, Mr. Bernard Thibault, is the French Workers Member in the ILO Governing Body.

According to Etienne Thobois, Director General of the Paris 2024 bid committee and subsequently the Paris 2024 OCOG, “We really wanted to demonstrate our commitment to the development of young people, and this goal is not just reflected in our social charter, but also was a priority in our Games budget. The staffing plan, developed during the bid phase, includes 55 apprenticeships per year starting in 2020, and our hope is to convert as many of those as possible to long-term staff opportunities at the conclusion of their apprenticeships.” The bid team also included staff development expenses in the Games budget to help ensure that training programmes were available to advance participating young professionals’ skills.

David Lamy, who was Chief Human Resources Officer for Paris 2024 until January 2020, confirms that this focus on young professionals from the candidature was essential. He said, “The development of the Social Charter, including the commitments to developing skills and employment opportunities among young people, have set us up for success with our labour unions and provided an easy mechanism for us to bring in young apprentices and recent graduates now that we are beginning to build our team.”

For London 2012, creating the conditions for young people to advance was also a priority. In 2004, during the early stages of the bid (for the 2012 Olympic Games), the London 2012 bid team, headed by the Mayor of London, and a number of advocacy organisations, agreed to include as part of their Games commitments a London “living wage” along with a construction skills academy, which would prepare Londoners for the skilled jobs being created as part of the development of the Olympic Park and other key projects leading up to the Games. The Olympic Park, as a centrepiece of the London 2012 project, was conceived during the bid as a model for social inclusion, driving opportunities for education, skills development and jobs. Rob Clarke, former Head of HR Policy, Reward and Organisation Development for London 2012, noted that while young professionals were not specifically laid out in detail in the Olympic Park plan, the London 2012 vision was focused on inspiring youth, and the focus on youth was included in the foundations of the OCOG. Further, Rob noted that the living wage commitment “impacted young people positively, creating the conditions where young people developing their skills and experience would be compensated at a level of pay that enabled them to focus on their roles.”

Going forward, the flexible approach to the election of hosts adopted by the IOC in June 2019¹⁶ will enable a permanent, ongoing dialogue between the IOC and potential hosts to explore the opportunities related to Games hosting. This longer-term involvement with the IOC, its experts, and the broader Olympic Movement is anticipated from the beginning of the development of a Games concept – hopefully bringing greater focus on the opportunities that a Games can provide to young professionals.

Paris 2024: prioritising youth development

Paris 2024 has made the broadest commitments to young professionals amongst recent Games. Included in the approach is:

- young people prioritised across nearly all objectives;
- development of young people prioritised in Games budget;
- establishment of special committee to embed youth in all aspects of vision;
- establishment of social charter, supported by France’s largest employer association and recognised by ILO; and
- 55 apprenticeships per year starting in 2020.

London 2012: catalysing opportunity

While young professionals were not specifically articulated in the London 2012 Olympic Park plan, an expressed commitment to inspiring youth laid the foundations for:

- introduction of “living wage”;
- establishment of construction skills academy; and
- opportunities for education, skills development and jobs.

¹⁶ The IOC has established future host Commissions (Winter and Summer) that will engage with cities, regions and countries without fixed deadlines. Election timings are flexible and adjusted to the context and needs. <https://www.olympic.org/news/future-olympic-games-elections-to-be-more-flexible>



1.4

DEVELOPING STRATEGIES TO MAXIMISE YOUNG PROFESSIONAL OPPORTUNITIES: THE OCOG STRATEGY PHASE (G-72M TO G-49M)



This section highlights key steps taken by the OCOG during the Strategy phase to prepare for young professional opportunities, including identifying programmes, building relationships, and planning resource requirements.

DEVELOPING STRATEGIES TO MAXIMISE YOUNG PROFESSIONAL OPPORTUNITIES: THE OCOG STRATEGY PHASE (G-72M TO G-49M)

OCOG Strategy phase

In the months following a host election, the transition is made from a preferred host organisation to a newly formed OCOG that assumes the primary responsibility for delivery of the Games. The time between being awarded the Games and approximately four years out from hosting the Games is known as the OCOG Strategy phase. During this phase, many important activities take place to establish a strong Games foundation. The OCOG's focus includes defining the governance model and roles and responsibilities of different stakeholders. It also transforms the vision for the Games created throughout the Continuous Dialogue into fully formed strategies and plans.

As it relates to the OCOG's People Management strategy, the OCOG takes time during the Strategy phase to detail objectives and identify supporting resource requirements. A strong understanding of the labour market, potential recruitment sources for the OCOG staff, and training and development requirements are essential inputs into the OCOG's strategy. These items, coupled with the Continuous Dialogue phase objectives for youth employment and development, lay the foundation for a successful young professionals' programme.

Strategies to support the vision

Particular attention may need to be paid to the OCOG's training and development strategy, as the unique environment of an OCOG means that special endeavours for managing the OCOG's most important asset, its people, will likely be needed compared with a typical organisation.

"That's why we are establishing a Paris 2024 Academy as part of our strategy," says Gladys Bezier, Paris 2024 Head of Learning and Development. "The Paris 2024 Academy will provide professional training and development for all workforce members mobilised for the Games, including young people joining our staff. The Academy will also live beyond the Paris 2024 Games as a long-term legacy for the sports movement in France."

Beijing 2022 also understood that it is not just the incoming young professionals that need training. As Cheng Yan, Director of Human Resources for Beijing 2022 noted, "We also decided to provide training to the departments receiving new graduates on how to care for them and provide them development."

Regarding recruitment, Yan reinforces the need for a recruitment strategy. "Our President, Mr. Xi, has a vision for 300 million people to get involved in the winter sports industry, and we decided that recruitment of young professionals at the OCOG must help with the implementation of this vision. We observed that the 2008 Games had great success with new graduate recruitment—these team members really showed their capability and adaptability to the Games environment. We also have our social responsibilities to hire young graduates to help them avoid unemployment and provide opportunities. Therefore, we have a strategy to recruit and train 10 per cent of our hires each year from among new graduates."

The People Management team may work to identify internal areas that either can support or champion young professional initiatives as part of its strategy. According to Yan, "for our programmes to be a success it requires an investment of our OCOG's leadership's time, from the initial recruitment phase where we sent directors to interview candidates personally, to their ongoing support and mentoring of our young staff." Often, the internal OCOG areas that are most keen to get involved with young professional recruitment and development include corporate functions such as Finance and People Management as well as areas with higher skilled Games-time roles, such as Press Operations, Technology and Venue Management.

Building relationships with key stakeholders and partners

Young professional programmes typically have not required significant dedicated financial resources, but the People Management team of an OCOG may rely on the support of government stakeholders, marketing partners, and other community organisations to leverage existing initiatives or capability to draw new resources to enhance the programmes. Concerted efforts to foster relationships with these organisations that can help serve the programmes designed and implemented for young professionals is essential. Partners and stakeholders may focus on sourcing, selection, or development elements of the programmes.

Beijing 2022, which planned to recruit and train over 100 young professionals as part of its long-term staff, identified several key partners. According to Yan, "we focused our sourcing network on two prestigious universities – Beijing University and Tsinghua University. We work with them to target the best possible candidates to join our team."

The recruitment programme is also supported by the Beijing Municipal Government which provides general recruitment awareness and advertising. Beijing 2022 also appointed a local recruitment agency to assist with the evaluation and testing of candidates and to conduct initial interviews on behalf of the OCOG.

London 2012 determined that its ability to deliver on employment and skills development objectives would be contingent on its partners and other stakeholders having the right programmes in place to support them as the OCOG built its long-term staff. London 2012 brought together several organisations, beginning with Adecco, its official recruitment services provider. Adecco supported People Management's efforts to target recruitment, including facilitating young professionals into its various programmes. Adecco was also tasked with preparing London 2012's staff for the next stage of their careers through the outplacement programme.

Early activation of education/development/employment opportunities for young professionals

Under the reforms of the [IOC's Olympic Agenda 2020](#) and particularly "[The New Norm](#)", OCOGs have refined their staffing plans to minimise the number of staff recruited during the strategy phase. Despite this conservative approach to OCOG growth, some limited implementation opportunities exist for young professionals, particularly in certain areas of the OCOG where programmes are activated early, such as in engagement, promotion, commercial activities or administrative areas.

For example, at Beijing 2022, 25 newly graduated staff members were onboarded in the first year of their young professional recruitment drive at approximately five years before Games. Many of these young professionals were appointed up to six months before graduation to become familiar with the OCOG, meet their colleagues, and receive informal on-the-job training. According to Yan, "We placed these initial hires in the departments where they were most needed, with the highest number of placements in Sport, Technology and People Management. There were also several placements in venues and service provider areas amongst our first batch of new graduates. We were excited to find that they were even more capable than we expected right away – we think we tapped into the passion that some of these young people have about working in sport."

Paris 2024, reflecting the commitment in its bid to integrate large numbers of young professionals, had already employed

FAST FACTS

25

newly graduated staff onboarded in 1st year of Beijing 2022 young professional recruitment drive

20

apprentices, 11 recent graduates, 30 interns already onboarded by Paris 2024 through 2019

9

young professionals received on-the-job training 5 years ahead of London 2012

20 apprentices, 11 recent graduates and an additional 30 interns by the end of 2019. According to Paris 2024 Head of Recruitment, Clementine DuCrocq, "We wanted to accelerate our engagement with young professionals as we recognise their talent and enthusiasm and think that they will make great long-term staff." Paris activated this programme even before the launch of the Paris 2024 Academy in 2020, which will provide more formal development opportunities to these staff.

Finally, although London 2012 was organised prior to the adoption of Olympic Agenda 2020, it also implemented its trainee programmes five years before Games, taking on nine young professionals into its special on-the-job training and work programme. It also started its summer internship programme in 2008, bringing another 10 placements into the OCOG to learn and experience project planning. Many of these participants joined the London 2012 payroll full-time at the conclusion of their training programmes.

Beijing 2022: cultivating partnerships

Beijing 2022 has boosted its plans to recruit and train 100-plus young professionals as part of long-term staff through partnerships with:

- Beijing University and Tsinghua University;
- Beijing Municipal Government; and
- a local recruitment agency.



1.5

IMPLEMENTATION OF KEY PROGRAMMES: THE OCOG PLANNING AND READINESS PHASES (G-48M TO G-4M)

i This section highlights some of the key steps taken by the OCOG during the Planning and Readiness phases. It also outlines People Management efforts to prepare for young professional programmes, building relationships and detailing resource requirements. It also summarises some of the best programmes implemented by OCOGs during these phases.

IMPLEMENTATION OF KEY PROGRAMMES: THE OCOG PLANNING AND READINESS PHASES (G-48M TO G-4M)

OCOG Planning and Readiness phases

The Planning and Readiness phases (from approximately G-48 months to G-4 months) cover a time period in which the OCOG evolves significantly, from implementing its planning approach to preparing itself for operations and delivery.

The Planning phase involves a focus on what the OCOG has to/wants to achieve, what it does, and how it does it. The OCOG evolves through progressively more detailed planning for Games operations, designed to move the organisation towards a state of readiness to deliver the Games. During the Planning phase each of the OCOG's functional areas also begin developing their operational plans, followed by adding a venue-based planning focus and the staffing up of venue teams. The OCOG also works with stakeholders and other partners to define the experience that will be delivered to all Games participants.

The Planning phase is also the time in which the OCOG ramps up recruitment and professional development of

long-term staff as well as prepares plans for the short-term workforce needed at Games-time.

The Planning phase transitions to a Readiness phase, typically beginning with the hosting of test events and other exercises that help build the OCOG's event capability and ensure the host city is ready to host the Games. Readiness focuses on integrating people, processes, venues, infrastructure and technology to have everything prepared to deliver. It is during the Readiness phase that the thousands of workforce members are mobilised and trained so that they are ready to operate the Games and welcome the world to the host city.

For young professionals, the Planning and Readiness phases are typically when the People Management team can implement recruitment and development initiatives and begin to communicate and celebrate their successes. The OCOG will also begin preparing staff for their transition to post-Games careers through an outplacement programme (highlighted in Section 1.7). Examples of recent OCOG programmes implemented during these phases can be found on the pages that follow.

FOR YOUNG PROFESSIONALS, THE PLANNING AND READINESS PHASES ARE TYPICALLY WHEN THE PEOPLE MANAGEMENT TEAM CAN IMPLEMENT RECRUITMENT AND DEVELOPMENT INITIATIVES AND BEGIN TO COMMUNICATE AND CELEBRATE THEIR SUCCESSSES

London 2012 examples

London 2012 implemented a number of initiatives geared around young people, including internships, an apprentice programme, and other bespoke programmes.

The OCOG provided three-to four-month internships starting in 2009 that gave university students and recent graduates an opportunity to use their knowledge (gained through study) in a practical environment. These internships were facilitated by the People Management team, and interns were mostly assigned to work on specific projects or research areas within the OCOG in operational areas aligned with their fields of study. They were primarily in the areas of communications, finance, and human resources, which allowed them to apply their academic experience to major planning tasks of the OCOG. Approximately 75 young people successfully completed their internships, and according to Rob Clarke, former Head of HR Policy, Reward and Organisation Development for London 2012, many of these individuals later returned to London 2012 in full-time positions.

The “Get Ahead” Programme was London 2012’s apprenticeship programme for school leavers. With around 50 participants, this programme was designed to provide young people aged 18-20, who chose not to go onto higher education after graduating secondary school, with work experience. It was geared at individuals from the local host boroughs (areas situated around the London 2012 Olympic Park precinct) who wanted an employment opportunity, along with a vocational qualification. On-the-job training was provided together with the opportunity to study for a Level 3 National Vocational Qualification (NVQ) in business administration. Participants in this programme were placed in various OCOG functions for three to four months, primarily in administrative roles. Approximately one-third of the participants landed full-time roles with the OCOG after their internship. Clarke reflected on the success of this programme: “I am so proud to have been part of this (programme). We provided opportunities to young people who would not have otherwise found work like this, and they really excelled. I have kept in touch with several of our ‘Get Ahead’ team members and they have built great careers based on their time with London 2012.”

The OCOG also implemented an “Attitude Over Age” programme, which was built as a recruitment outreach for both older and younger people. This programme involved a partnership with specialist recruitment agencies and

London 2012: a springboard to success

“They did exceptionally well – we were blown away”. Chris Payne, former Head of the Technology Programme Office for London 2012, is referring proudly to the gap-year students and new graduates recruited into the London 2012 Technology team for roles in IT desktop support and deputy venue technology management in the run-up to the Games. Now, eight years on, those same young recruits, trained by Payne and his team, are established professionals in their own right. “I have watched many of them progress since their time with London 2012 and they have become very successful,” says Payne. “They benefitted hugely from the experience, and the soft skills they developed gave them a jump up over any job in a typical IT company.”

with internal functional areas (of the OCOG) to create a “buddying” scheme to pair young employees (29 per cent of the OCOG’s long-term staff was under the age of 30) with an older, more experienced staff member. According to Clarke, “The buddying scheme enabled its most experienced and its youngest staff to exchange ideas, matching the best of experience with the best of youthful creativity and passion.” All new school leavers in each wave of LOCOG’s “Get Ahead” programme were also assigned an older/more experienced “buddy” to help transfer knowledge and experience within the OCOG.

Although the OCOG did not create an organisation-wide university graduate hiring programme, it did develop several specific recruitment and training initiatives in the final planning and readiness stages. For example, approximately 60 gap-year students and new university graduates were recruited into the Technology team for roles lasting between two and 15 months in IT desktop support and deputy venue technology manager roles. The programme was conceived three years before the Games in 2009, and London 2012 was very careful to select universities with which they would partner, while seeking candidates with an engineering focus to match the required skillsets. (See box above for more.)

Rio 2016 examples

Rio 2016 had two initiatives for young professionals: a small young apprentice programme and a much larger internship programme that yielded large numbers of OCOG staff.

The young apprentice programme was an initiative paid for by the Brazilian Government to provide a first work experience within a corporate environment to economically disadvantaged young people (up to the age of 24) that were working on their high school diplomas. The recruitment process was led by a non-profit organisation, called ESPRO, that provides alternative high school graduation certification to young people. Participants in the programme worked four hours per day in administrative roles within the OCOG and spent the remainder of their day in ESPRO-provided courses. Twelve apprentices successfully completed their three-month programmes in 2014 and 2015, and most of the programme participants were then offered full-time roles with the OCOG. According to Elizabeth Correia, former Talent Manager for Rio 2016, "This programme provided apprentices with real work experience in a dynamic environment which was recognised in the market as very valuable and increased their employability after their work with the Committee was finished." (See box for more.)

The Rio 2016 internship programme, gathering 205 interns selected from among the public universities in Rio de Janeiro, was targeted at university students graduating between July 2014 and June 2016. Rio 2016 contracted the help of a recruitment agency specialised in university recruiting to support the selection, initial onboarding and contract management of interns. "The opportunity

Rio 2016: career opportunities for marginalised youth

"Working with Rio 2016 made my career possible," says Giane Gotardo. Gotardo was one of the economically disadvantaged young participants on the Games' young apprentice programme. Thanks to her experience, which included an administrative work placement within the OCOG as well as participation in an alternative high-school graduation certification programme, Gotardo was able to turn her apprenticeship at Rio 2016 into an event career. In fact today she is in Tokyo 2020 after also working for the Youth Olympic Games and the Pan American Games. "I couldn't dream of being in Tokyo working on athlete entries without the chance I was given in Rio," reflects the young Brazilian.

to gain work experience for three months in the OCOG was very attractive to many young people in the lead-up to the Games, and more than 12,000 students applied," according to Correia. "Most of our interns had really good performance and the majority were promoted to full-time analyst roles upon graduation. Not only did we teach them the skills needed for their tasks, we also trained them in English language skills, diversity and inclusion awareness, and how to reach their potential – all things they have been able to use to advance their careers since."

"MOST OF OUR INTERNS HAD REALLY
GOOD PERFORMANCE AND THE MAJORITY
WERE PROMOTED TO FULL-TIME ANALYST
ROLES UPON GRADUATION"

Elizabeth Correia, former Talent Manager, Rio 2016

PyeongChang 2018 example

At PyeongChang 2018, the OCOG faced a significant budgetary challenge in recruiting enough staff members that could step into key roles within the venue teams. Kisong Nam, former Human Resources Director, recalled that the OCOG only had approval to hire 1,200 total OCOG staff, but “our requests for staff from our functions summed up to 1,900.” In May 2017, the OCOG and the Korean Government identified a solution. “We have a system for young prospective government officials who, at the end of their educational programme, sit for examinations that determine their placement and rank as public officers. We selected approximately 330 of these people who tested with high scores to delay their entry into public service and join the OCOG to help offset the shortfall in required staff.” The programme provided these new staff with six months of practical experience working in nearly 35 different roles in the OCOG (such as venue functional area managers or deputy managers) prior to them assuming their roles in various agencies after the Games.

Once the programme was agreed, the OCOG began taking steps to receive these individuals. “We actually provided some initial training on the Games and the operational structure while they were still in their government studies,” Nam said. “Then on arrival they went through an onboarding process with our team before starting work with the functional areas. We tried to match their skills and interests with different roles in the OCOG so they would be motivated to perform well.” After the initial onboarding, staff members received small group or one-on-one training from their functional areas. People Management checked with each staff member after two to three weeks on the job to see if they felt their training was adequate and what areas could use further focus. For example, for approximately 10 of the new staff, they realised that the matching they had made between the staff member and their assignment wasn’t ideal so they quickly moved those individuals to other areas where they could be better utilised and have a better experience. Afterwards, they continued to monitor their progress on a monthly basis.

PyeongChang 2018: career development for trainee government officials

“Coming into this programme, many of us were excited but concerned about the serious role we needed to play. However, we quickly became confident of our success and we worked very hard to achieve our goals.” Hyunsik Kim was one of more than 300 newly qualified young South Korean government workers seconded out to the OCOG to bridge a staffing gap. Kim, who ran the workforce operations for the Yongpyong Alpine Centre, says that the training and experience she received have had a noticeable impact on her professional performance. “I think we have been able to bring that Olympic experience back to our government jobs and I think it shows in our daily work,” says the young civil servant.

Most of these individuals also attended the venue management school sessions provided by the Venue Management functional area. This training provided the fundamentals of Games operations, such as understanding competitions, stakeholders, safety and security, the venue lifecycle and venue routines and other important operational activities. Finally, as most of these individuals were deployed to venues, they also participated in the readiness exercises at the venue and OCOG-wide levels.

These young government secondees were widely praised by internal and external stakeholders. “Adding this large group of staff into the OCOG six months out was like a bolt of electricity, and their enthusiasm and hard work really made a big difference as we ran up to Games,” according to Jerry Ling, PyeongChang 2018 former Director of Sport.

“WE HAVE BEEN ABLE TO BRING THAT OLYMPIC
EXPERIENCE BACK TO OUR GOVERNMENT JOBS
AND I THINK IT SHOWS IN OUR DAILY WORK”

Hyunsik Kim, PyeongChang 2018 secondee

Beijing 2022 examples

In 2017, five years prior to the Beijing 2022 Games, the OCOG laid out a strategy to recruit and train more than 100 young professionals based on a similar programme implemented for the 2008 Games and targeted to build the winter sports industry in China. By October 2019, midway through the Planning phase, Beijing 2022 had 55 recent graduates among its 550 staff.

According to Cheng Yan, Beijing 2022 had overwhelming interest in the programme from potential candidates. “For our latest batch of 45 hires, we had more than 4,000 applications from recent graduates who wanted to gain experience working for the OCOG.”

These new staff are initially hired on an internship agreement and then after four months can be converted to regular staff contracts. Yan indicated that “after this initial period of formal on-the-job training and experience, we assess performance and decide whether staff agreements should be extended. So far, we have been really pleased and basically all of these recent graduates have been converted to long-term staff.”

Two years into implementing the strategy (and approximately three years before the 2022 Games), Yan expected to see some challenges in continuing the programme’s success. “Based on the competition for top young talent, we may struggle to sustain the 10 per cent target for next year’s intake as we only can offer short-term roles vs. long-term opportunities available with other types of companies. However, we can increase our mentoring (83 per cent of the current young professionals have received mentoring or coaching), tap into the passion young people have about sport, and highlight our learning pathways to ensure we can attract the best young candidates.” Beijing 2022 was evaluating alternative options for recruiting young professionals as it entered the Readiness phase. One thing Beijing 2022 was already doing to be competitive was to support professional development or certification where appropriate. According to Yan, “if they want to achieve certification in their career areas (such as a certified accountant), we help them to prepare all the documents needed for their certification.”

Beijing 2022 is also preparing to implement a Games-time internship programme, which will provide up to 1,000

FAST FACTS

83%

of the current young professionals have received mentoring or coaching

post-graduates with the opportunity to participate in Games operations. The People Management team will coordinate the need for these interns with all areas of the OCOG and then collaborate with selected universities in China to recruit appropriate interns via an open selection process. Customised academic plans will also be developed to ensure participants can integrate their academic research with their working roles.

These interns will work for Beijing for six months to one year prior to the Games, and graduate after the conclusion of the Games. Young professionals participating in the programme will enhance their personal skills and competitiveness and increase their career potential. They are also targeted as a legacy for Beijing 2022 in adding to the professional talent base for China’s growing sports industry.

Beijing 2022: careers and confidence

“Before joining Beijing 2022 I didn’t any have experience with large organisations, but now I feel I can work in any of the top 500 companies in the world.” Xiaoran Hou is one of up to 100 young professionals who can expect to see their confidence and their career prospects boosted thanks to an OCOG professional training programme. Initially hired on an internship agreement, participants like Hou are given the opportunity to convert to regular staff contracts after a preliminary phase of in-house training.

Beyond the OCOG staff – Olympic Broadcast Services example

Olympic Broadcasting Services (OBS), established by the IOC to serve as the permanent host broadcaster for the Games, produces the live television, radio and digital coverage of the Olympic and Paralympic Games. OBS's work involves thousands of people, the majority of which are sourced from the host labour market. However, in building the workforce to operate at Olympic level standards, there can be challenges in sourcing sufficient numbers of highly skilled individuals.

OBS's Broadcast Training Programme (BTP) is an initiative that helps deliver the broadcast workforce and reflects the IOC's commitment to develop opportunities for young professionals in the Games. The BTP has two components: implementing a training programme in the broadcasting of the Games, the media industry, Olympic values and the broader goals and spirit of the Games; and providing hundreds of young professionals the opportunity to work as part of the OBS team in paid entry-level broadcast positions.

Since the first edition of the BTP in Los Angeles 1984, more than 13,000 students have participated in the programme. Although many of the students come from media, journalism and engineering studies, the programme is open to students from other backgrounds.

FAST FACTS

13,000 students

have participated in the Broadcast Training Programme (BTP) since Los Angeles 1984

70%

BTP participants were female at Rio 2016 and PyeongChang 2018

At the Rio 2016 and PyeongChang 2018 editions of the Games, 70 per cent of the BTP participants were women, helping break down the traditional gender barriers in the international broadcast industry.

The BTP is 100 per cent funded and delivered by OBS, although the OCOG plays a critical role in the success of this programme through local labour market coordination and assisting OBS build partnerships with local universities. Each edition of the BTP enable hundreds of young people to pursue a career in broadcasting and media with great success, including ongoing roles as freelancers or professionals with specialist or senior responsibility in following Games editions.



1.6

THE DELIVERY OF THE GAMES WORKFORCE: OCOG OPERATIONS PHASE (G-3M TO G-0M)



This section covers the Games operational period and highlights a few of the opportunities available to young professionals in short-term roles as members of the Games-time workforce.

THE DELIVERY OF THE GAMES WORKFORCE: OCOG OPERATIONS PHASE (G-3M TO G-0M)

The OCOG Operations phase is the culmination of the years of planning and preparation and represents the delivery of the events. The Operations phase normally commences three months before the Games with the first arrivals of Games stakeholders such as media and broadcasters, the opening of the uniform and accreditation centre for the workforce, and the arrival of the Olympic torch relay in the host country.

To deliver the Games, a Games-time workforce is deployed, comprising thousands of staff, volunteers, and contractors. For a Summer Games, the headcount can reach 150,000 workforce members and for the Winter Games the number reaches 50,000. The OCOG directly manages approximately half of that population through its staff and volunteers. The remaining workforce includes thousands of short-term roles hired by major service providers to the OCOG in areas such as accommodation, food and beverage, hospitality, cleaning and waste, retail stores, security, ticketing and transport. These contractor organisations are not always able to be managed directly by the OCOG, but the OCOG works to ensure that they support the OCOG's workforce-related objectives, such as opportunities for youth, in their employment programmes.

For the People Management team, the Operations phase includes the final deployment of this enormous workforce into their Games-time roles. People Management also implements the Games-time workforce training programme, providing staff and volunteer workforce with training on their Games-time roles and all members of the workforce, including contractors, with training on Games-time venues. For some roles often taken by young professionals at Games-time, such as venue functional area team members, additional training is provided on how to lead operational staff and volunteers in an event environment. And in some cases, the only way for staff members to be truly Games-ready is to get on-the-job training or practice their roles within the OCOG's final readiness activities.

Naturally, thousands of opportunities exist within the Games-time workforce for young people to have a role and build their skills and experience. Most OCOGs focus on young people in their recruitment campaigns for short-term staff and volunteers. In the broader contractor workforce, many organisations also rely heavily on young people to fill their roles. From among these recruiting efforts, a couple of interesting programmes can be highlighted.

FAST FACTS

500

JADE apprentices participated in the Olympic Games Rio 2016 in 3-month assignments beginning in the July prior to the Olympic Games and ending at the conclusion of the Paralympic Games

Rio 2016 Games-time apprenticeships

Rio 2016 was able to solve the staffing challenge for one of its largest functions, Event Services, with a bespoke apprenticeship programme. Under an existing Brazilian law, large companies should provide apprenticeships to young people at up to 5 per cent of their employment base. However, many companies struggle to meet these targets. In the lead-up to the Games, the Government of Brazil developed a concept for a new educational and apprenticeship programme focused on sport management to create long-term job opportunities in sports clubs and other sport related organisations. The Ministry of Labour then worked with the Rio 2016 OCOG to identify roles that could be assigned to apprentices during the Games to which other companies could contribute the costs, satisfying up to 50 per cent of these companies' young apprenticeship obligations for 2016. This concept was very attractive to large employers, so much so that 90 per cent of the training, salaries and other costs (transport, meals, etc.) to implement the programme were borne by other organisations.

This programme was called JADE, and it was targeted to reach Rio's youth aged 16-25 years from economically disadvantaged backgrounds so as to optimise their opportunities for skills and employment. The JADE programme featured an eight-month training programme on the sports industry and development of sports management skills along with practical work experience. Successful programme participants ultimately received a certification as sport management technicians. Approximately 500 JADE apprentices participated in the Games in three-month assignments beginning in July 2016 prior to the Olympic Games and ending at the conclusion of the Paralympic Games. The vast majority

of these programme participants were assigned to the Event Services team working as supervisors, operational response team members, and as coordinators of Games-time volunteers assigned to the area. Their daily work content was tied closely back to their studies and their work time was limited to six hours per day as they also maintained their studies during their Games-time assignments.

This programme was considered highly impactful. Henrique Gonzalez, former People Management Director for Rio 2016, reflected on the experience. “With the help of the government, we were able to get the qualified staff we needed and we built future sports management capability in Rio with hundreds of people that are now trained and Games-tested.” Elizabeth Correia, the former Talent Manager, adds, “While we haven’t tracked the career progression of our participants, I know that the skills they learned in the OCOG have allowed many of them to go further in their careers than they could otherwise have, and many of them have been able to continue in sports.”

Beyond the OCOG staff – Rio 2016 contractor example

Rio 2016 had approximately 85,000 contractors working on the Games. For the Rio 2016 People Management team, that meant evaluating prospective contractor organisations on their commitments to recruitment and inclusion of young people, particularly from economically disadvantaged areas, during the tender process. The procurement area also ensured that agreements with contractor organisations included monitoring provisions that allowed the OCOG to emphasise the fulfilment of their workforce-related commitments through to Games-time.

Rio 2016 also recognised early that the OCOG’s contractor organisations would struggle to source and train so many thousands of workforce members for Games-time roles. Approximately one year before Games, the People Management team entered into a partnership with two institutions to implement large-scale training programmes for the contractor workforce. With both partnerships, the OCOG did not need to make a financial contribution to

these training programmes as the government and large contractor organisations covered the costs.

The first partnership was with a public institution, FAETEC, that provides free training for young people from low-income communities to help them find their first job. Working with Rio 2016, FAETEC offered 90,000 training programme opportunities in neighbourhoods close to each of the four major competition venue clusters. The Rio 2016 People Management team helped define the courses offered according to the planned contractor workforce skill requirements needed at Games-time, along with basic English and Spanish language courses.

The second partnership was with SENAC, a semi-public institution that provides tuition-based vocational and other training for young people. This partnership did not focus on the economically disadvantaged, but instead was open to all local residents interested in improving their job prospects through training. Twenty-thousand training opportunities were created with the Rio 2016 People Management team – focused on hospitality, accommodation, and catering. Courses were offered at a price much lower than typical courses provided by SENAC as a result of government subsidies for the programme directed at long-term skills legacies from the Games.

Training programmes for both partners led to certifications, and training programmes were from one to six months in duration. Several months prior to the Games, both FAETEC and SENAC held a number of recruitment fairs for participants to be matched with contractor organisations for Games-time roles. Rio 2016’s former Head of Contractor Integration, Bianca Berenguer, said, “The partnerships between Rio 2016 and the public institutions were beneficial for both sides: we had confidence that our contractors would bring fully trained young people full of stamina to work in the difficult Games-time environment; and our partners were able to reach thousands of people to provide skills and employment opportunities. Our partners were also able to develop curriculums and programmes that remained active in Rio as a strong vocational legacy of the Games.”

“THE SKILLS PARTICIPANTS HAVE LEARNED HAVE ALLOWED MANY OF THEM TO GO FURTHER IN THEIR CAREERS THAN THEY COULD OTHERWISE HAVE”

Elizabeth Correia, former Talent Manager, Rio 2016



1.7

ENSURING VIABLE SKILLS DEVELOPMENT LEGACIES: THE POST-GAMES PHASE



This section looks at the activities that can support young professionals after the completion of the Games, and organisations that may be able to carry programmes forward beyond the OCOG's lifecycle.

ENSURING VIABLE SKILLS DEVELOPMENT LEGACIES: THE POST-GAMES PHASE

The Post-Games phase is characterised by the dissolution of the OCOG, winding up its activities efficiently and effectively. The key areas within an OCOG's dissolution programme typically involve asset disposal, contract close-out, facilities handover, closing of the organisation's finances, dealing with claims and litigation, archiving and information management, the transition of legacy and sustainability initiatives to external partners, and the exit of the workforce.

Immediately after the Olympic Flame is extinguished, and even prior to the Opening Ceremony of the Paralympic Games, the OCOG will be busy winding up the operations of non-Paralympic venues and processing the exit of up to 30 per cent of its staff. Just days after the Closing Ceremony of the Paralympic Games, nearly 90 per cent of the OCOG's staff will have departed.

The Post-Games phase represents a significant shift from an organisation focused on Games delivery to one concerned with eliminating all assets, debts, obligations and liabilities. As labour costs are a major element of an OCOG's budget, the People Management team has significant responsibilities in this phase. However, there are also many important, more human aspects to the People Management team's work, including celebrating the collective achievements of the staff and ensuring that they are well-cared for as they prepare for their next career opportunity.

Outplacement

Most of the OCOG staff conclude their employment relationship at the end of their Games-time roles. Thus, an outplacement programme is typically put in place up to 18 months prior to the Games to help staff members identify and pursue their next job. The outplacement programme also acts as a retention tool, giving staff members confidence that they have help finding post-Games employment and allowing them to remain more focused on their planning work. The outplacement programme often includes career transition workshops, networking, promotional activities for future employers, CV building, recruitment fairs with marketing partners and large employers, and even job search consultants.

For young professionals preparing to leave the OCOG and progress in their careers, these resources can be invaluable. OCOG People Management teams typically extend participation in the staff outplacement programme to participants in young professional initiatives. Where young professional employment or development programmes are implemented, such as those highlighted in this document, the OCOG may make special efforts to promote these individuals in the labour market.

Legacy organisations

Once the OCOG is wound up, there may be other organisations or government partners that may be able to continue to support the careers and/or development of young professionals around the Games. For example, the Paris 2024 Academy is envisioned to become a long-term provider of training and development in events in France after the Games, and Paris 2024 alumni are anticipated to be able to take advantage of ongoing opportunities there.

For London 2012, an Olympic Park Legacy Company (OPLC) was created for the long-term planning, development and management of the Olympic Park after the Games. The OCOG began working with OPLC in 2011 on its employment and skills development plans to align their approach and create potential opportunities for further employment and skills development after the Games.

After the Beijing 2008 Games, the Beijing Olympic Development Association (BODA) was founded to oversee the Games legacy and manage the financial surplus from the Games for the benefit of sport and culture. BODA has organised dozens of large-scale events since its inception in 2009 and hosts annual sports industry conferences and development opportunities. BODA has hired and promoted recent university graduates over the past decade, and according to Cheng Yan of Beijing 2022, "We want to continue to host big events after 2022 and we want the talent we have developed to be retained in the future as a permanent legacy for the sports industry and for China."

"WE WANT TO CONTINUE TO HOST BIG EVENTS AFTER 2022 AND WE WANT THE TALENT WE HAVE DEVELOPED TO BE RETAINED IN THE FUTURE AS A PERMANENT LEGACY FOR THE SPORTS INDUSTRY AND FOR CHINA"

Cheng Yan, Director of Human Resources, Beijing 2022



1.8

CONCLUSION



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OCOGs should seize the opportunity to provide employment and skills development opportunities for young people, not only because of the IOC's objectives in this area, but because of the immense benefits they can bring to the OCOG – high levels of talent, energy, and ambition to contribute to successful Games delivery.

The examples provided in this Guide outline initiatives for young professionals that have helped them build capability, gain experience and prepare them for their future careers. These initiatives have also led to strong legacies for the host city, upskilling the workforce and ensuring future employers have qualified candidates that are competent in event planning, operations, communication, teamwork, problem solving, mediation, personal development, technology, and leadership.

Each phase of the OCOG's lifecycle presents opportunities for Games organisers to prepare for and/or implement employment and skills development programmes for young professionals such as the internships, apprenticeships, new graduate recruitment, and training and development programmes discussed in this Guide. Participants in these programmes may range from just a handful in the early days of the OCOG to hundreds in the short-term programmes at Games-time.

In developing and implementing young professional opportunities, OCOGs may leverage the resources and networks of organisations such as the ILO, which is working to advance decent work in sport through a range of initiatives.

With proper planning, young professional programmes are feasible and may not incur any additional costs to the OCOG. In fact, at critical points leading up to Games, OCOGs have leveraged these programmes to solve budget and talent shortages.

OCOGS SHOULD SEIZE THE OPPORTUNITY TO PROVIDE EMPLOYMENT AND SKILLS DEVELOPMENT OPPORTUNITIES FOR YOUNG PEOPLE, NOT ONLY BECAUSE OF THE IOC'S OBJECTIVES IN THIS AREA, BUT BECAUSE OF THE IMMENSE BENEFITS THEY CAN BRING TO THE OCOG



1.9

APPENDICES

APPENDICES

Programmes for young professionals in recent OCOGs

The following table is a summary of programmes described in this Guide.

OCOG	Programme	Phase(s)	Participants	Description
London 2012	Summer internship	Strategy	10	Summer-long internships for university students focused on project planning
London 2012	Internship	Planning and Readiness	75	3-4-month internships for university students and recent graduates on work projects and research
London 2012	"Get Ahead" apprenticeship	Planning and Readiness	59	3-4-month apprenticeships for young people not planning to go onto higher education; on-the-job training and the chance at a Level 3 National Vocational Qualification
London 2012	"Attitude over Age" mentorship programme	Planning and Readiness	---	"Buddying" scheme to pair young employees with an older, more experienced staff member (particularly for participants)
London 2012	Technology recent university graduate	Readiness, Operations	60	2-15-month roles in technology desktop support and deputy venue technology manager for gap year and new university graduates
Rio 2016	Apprenticeship	Planning and Readiness	12	3-month programme to provide work experience within a corporate environment to economically disadvantaged young people; part-time role and dedicated coursework
Rio 2016	Internship	Readiness, Operations	205	3-month internships, with most leading to full-time employment; on-the-job and dedicated training elements

OCOG	Programme	Phase(s)	Participants	Description
Rio 2016	JADE apprenticeship	Operations	500	Targeted short-term jobs programme for disadvantaged youth to provide Games-time training and positions
Rio 2016	FAETEC training programme	Operations	---	90,000 training programme openings for young people in low-income communities in key skills to serve Rio 2016 contractors and service provider hiring requirements
Rio 2016	SENAC vocational training	Operations	---	20,000 training opportunities made available to young people that led to certification in hospitality, accommodation, and catering roles needed for Games
PyeongChang 2018	New graduate government officials	Readiness, Operations	330	Six months of practical work experience in key venue team roles for new high potential government officials
Beijing 2022	Recent university graduate	Strategy, Planning and Readiness	55 (through 2019)	A goal of 10% of new hires each year from among new graduates of two partner universities; supported by special training and development programmes
Beijing 2022	Internship	Readiness, Operations	Target: 1,000	Post-graduates in short-term staff roles for six months to one year, with the possibility of integrating academic research subjects and work assignments. Participants will receive their degrees after the conclusion of the Games.
Paris 2024	Apprenticeship	Strategy	25 (through March 2020)	In line with the Paris 2024 Social Charter, apprentices join the OCOG to develop practical skills and work experience to improve their employability
Paris 2024	Internship	Strategy	40 (through March 2020)	3-month internships for university students in areas aligned with their course of study
Paris 2024	Paris 2024 Academy	Strategy, Planning & Readiness	2020 launch	Professional training and development for all workforce members mobilised for the Games, including young professionals on staff

Example young professional programmes beyond the OCOG

Beyond the OCOG, other programmes dedicated to young professionals have been implemented in recent Games by public stakeholders and marketing partners. The table below highlights a few of them.

Games	Organisation	Programme	Phase(s)	Participants	Description
All recent Games	Olympic Broadcast Services (OBS)	Broadcast Training Programme (BTP) ¹⁷	Readiness, Operations	Hundreds per Games edition (e.g., 1,200 roles at Rio 2016)	Programme for undergraduate providing the opportunity to enhance their education through a structured broadcast training programme and entry-level professional roles in OBS's paid broadcast crew at Games-time*
Vancouver 2010	RONA (National Partner)	RONA Vancouver 2010 Fabrication Shop	Planning and Readiness, Operations	64	33-week carpentry skills and work-experience programme that built more than 8,000 items for the Games; focused on urban youth who had difficulty joining the workforce; led to first-year carpentry certification
London 2012	Home Office, London 2012 and Security Service Providers (G4S)	"Bridging the Gap" Security Training Programme	Readiness, Operations	4,000	Students completed stewarding and/or door supervision qualifications and then took a role working for London 2012 in the security area
London 2012	Olympic Delivery Authority (ODA)	Apprenticeship	Planning and Readiness	350	Construction apprenticeships in the Olympic Park and other venues where permanent construction was managed by the ODA; ODA also set a target of 3% for its contractors' workforces in the procurement process
London 2012	BBC (Rights-holding Broadcaster)	London Apprentices	Planning and Readiness	30	A special training programme for ages 18-25 leading to certification and a Games-time role in production

¹⁷ <https://www.obs.tv/btp/home>

The background of the entire page is a dark green color. It features a stylized, white line-art illustration of a high jumper in mid-air, performing a Fosbury Flop. The jumper is positioned in the center-right of the frame. Surrounding the jumper are various Olympic values written in a white, hand-drawn, chalk-like font. These include 'TEAMWORK' (with a checkmark), 'PROBLEM-SOLVING' (with a cube icon), 'SELF-ESTEEM' (with a wavy line), 'TOLERANCE' (with a hand icon), 'CONFIDENCE' (with a smiley face icon), 'RESILIENCE' (with a checkmark), 'HOW TO WIN' (with a triangle icon), 'FAIR PLAY' (with a checkmark), and 'COMMUNICATION' (with a lightning bolt icon). There are also some abstract white lines and shapes scattered around the text and the jumper.

“OUR YOUNGER STAFF WERE
BRILLIANT, AND WE TRIED TO INSTIL
THE OLYMPIC VALUES IN THEM.
THESE ARE VALUES THAT ANY HUMAN
RESOURCES TEAM WOULD WANT TO
FIND IN RECRUITING NEW STAFF”

Jean Tomlin, former Human Resources Director for the London 2012 Games.