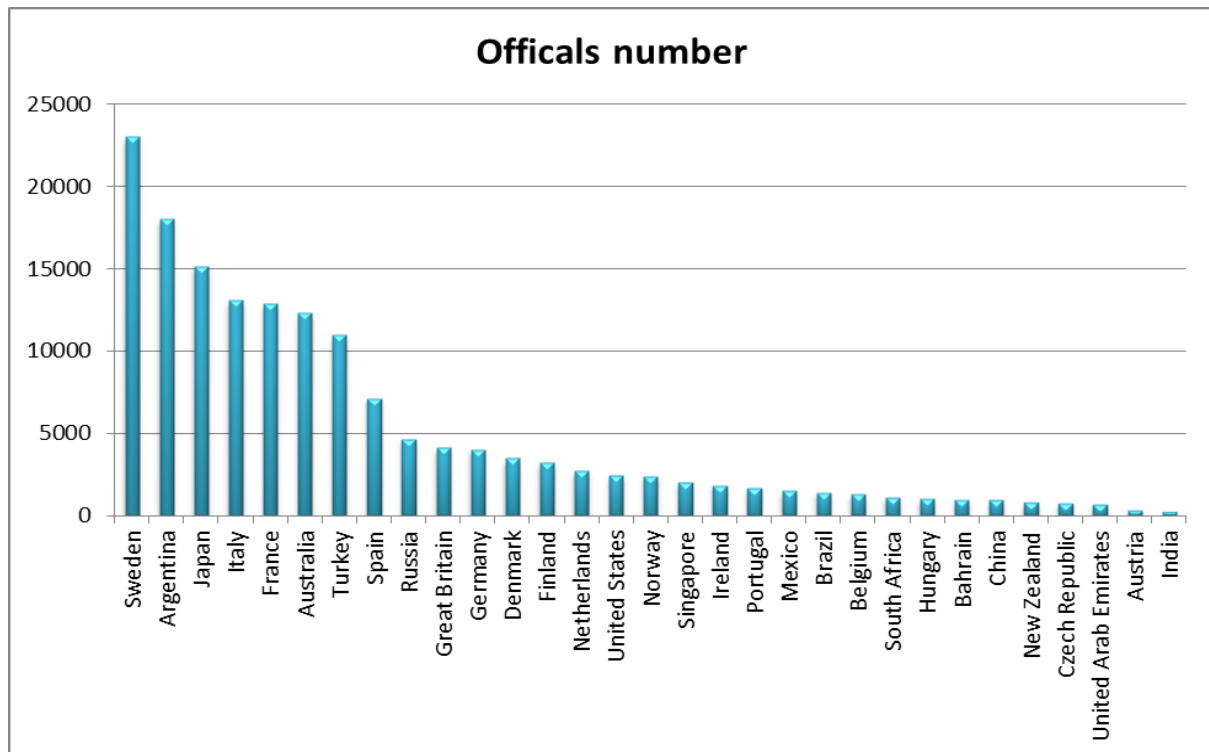


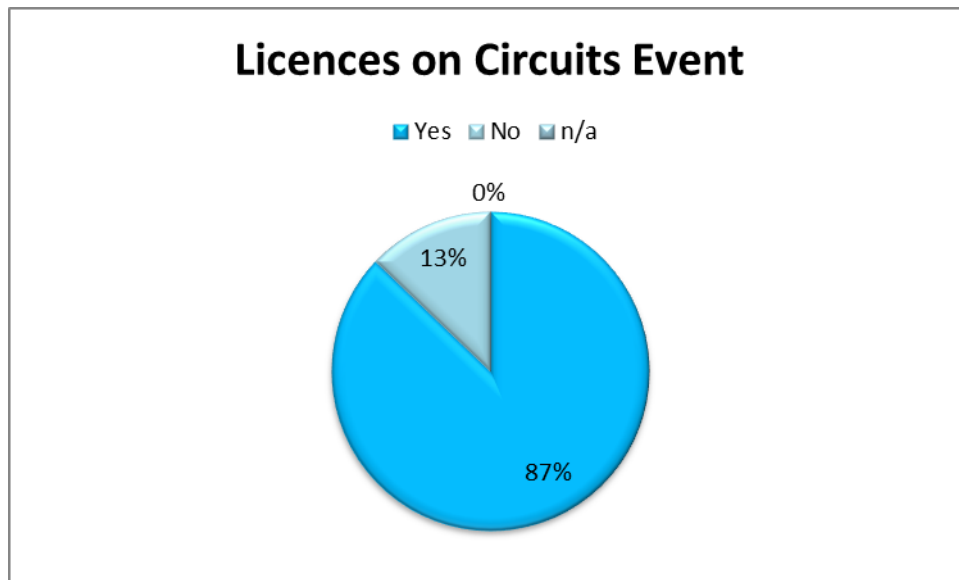


FEDERATION INTERNATIONALE DE L' AUTOMOBILE

Volunteers and Officials Commission**ASN OFFICIALS SURVEY****CHARACTERISTIC & TRAINING**➤ **TYPE OF LICENCES:*****Depending on discipline***

- | | |
|-----------------------|---------------------------------|
| - Steward | - Chief Medical Officer |
| - Race Director | - Doctor – Paramedic |
| - Clerk of the Course | - Extrication |
| - Judge of Fact | - Timekeeper |
| - Pit Marshal | - Technical Officer |
| - Track Marshal | - Rescue - Emergency |
| - Flag Marshal | - Track Inspector |
| - Grid Marshal | - Observer |
| - Paddock Marshal | - Race Control Coordinator |
| - Scrutineer | - Secretary of the Meeting |
| - Safety Car Driver | - Competitor Relation's Officer |
| - Medical Car Driver | - Event Administration |
| - Medical Delegate | |

➤ **OFFICIALS HOLDING LICENCES FOR NATIONAL & INTERNATIONAL EVENT UNDER THEIR ASN OR ORGANISER**



➤ PRACTICAL AND THEORETICAL TRAINING & EXAMS

The great majority of ASNs operate in the same way.

Below are the points that are frequently encountered with in the training of officials:

- Trial period.
- Online introduction modules.
- Workshops.
- Affiliation to a club or possession of a driver's licence.
- Taking theoretical or practical training.
- Definitive title of "official" after practical and theoretical examinations.
- Examination by exercises carried out in real-life situations, during national or international events – monitored by experienced officials.
- Continuous evaluations under surveillance.
- Mastering codes of conduct.

➤ LICENCE GRADES

The great majority of ASNs offer different grades of licence, according to the level of experience and how long the person has been driving, or simply depending on the type of discipline involved.

Here are some examples of what these grades of licence are called:

- "Standard Official" and "Head Official";
- Grades A; Grade B, Grade C;
- "Beginners", "Practiced" and "Specialist";
- "Bronze", "Silver" and "Gold";
- "Basic", "Advance" and "Specialist";
- Stars: 1 ★ - 2 ★★ - 3 ★★★

➤ DEVELOPMENT OF LICENCE GRADES / REFRESHER COURSES

The move from one level to the next is a gradual progression that comes with experience and it takes various forms:

- After an examination before a Commission of experts.
- According to the reports provided by the organisers, observers or other officials.
- After success at an annual examination.

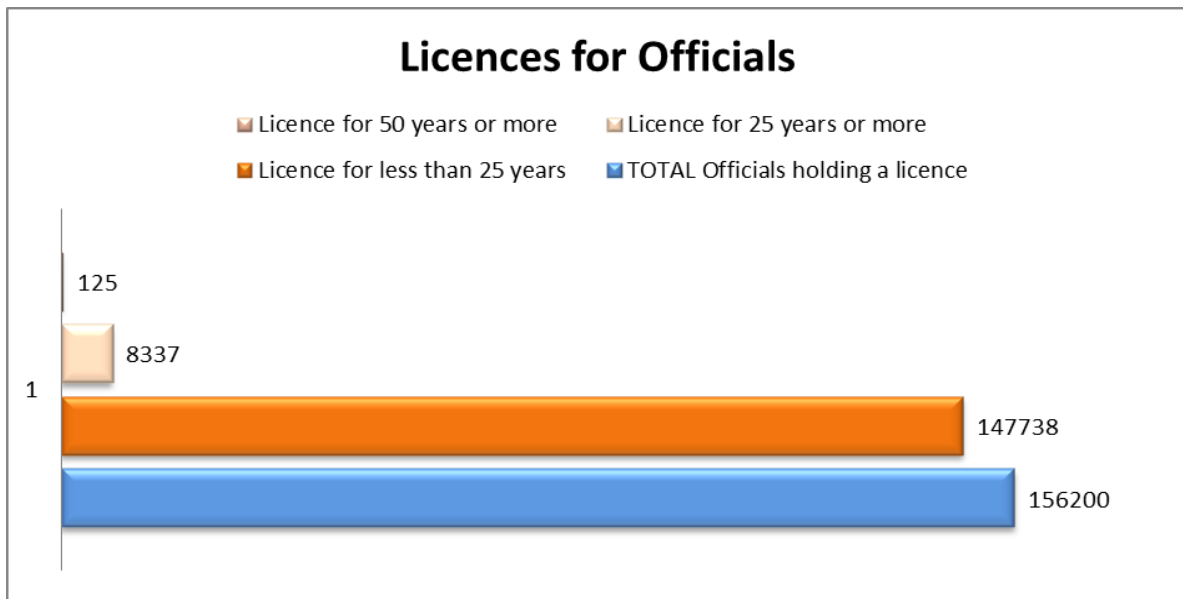
Certain ASNs provide obligatory "refresher" courses at the start of the season or sometimes before important races.

➤ DATA MANAGEMENT

Few ASNs have a database with information about their officials. These are frequently provided by the organisers and/or the “Marshal clubs”.

Many have recently started to carry out a survey, hence a certain difficulty in establishing the number of officials who have been in place for more than 25 and 50 years.

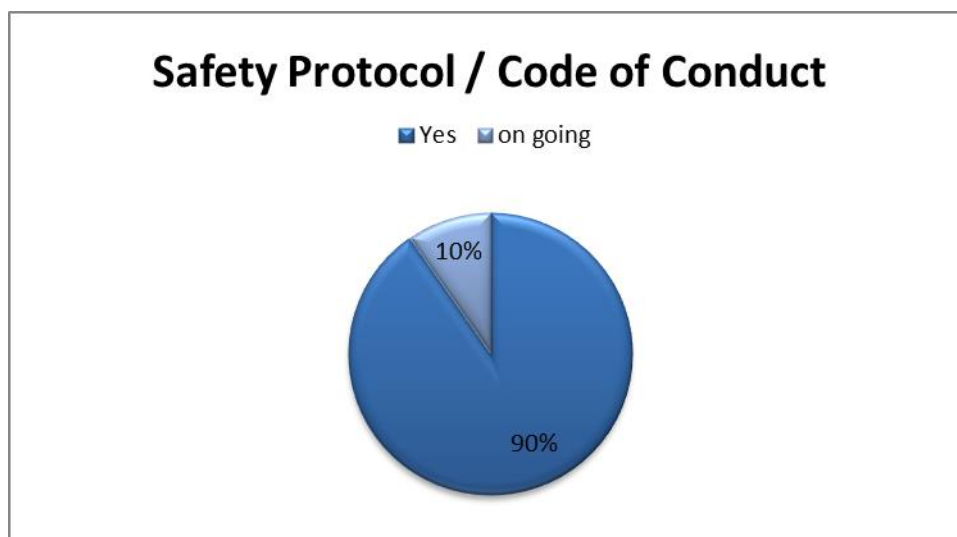
➤ NUMBER OF OFFICIALS HOLDING A LICENCE*



** not accurate – information based on the data from those ASNs that replied to the survey and actually counting their officials*

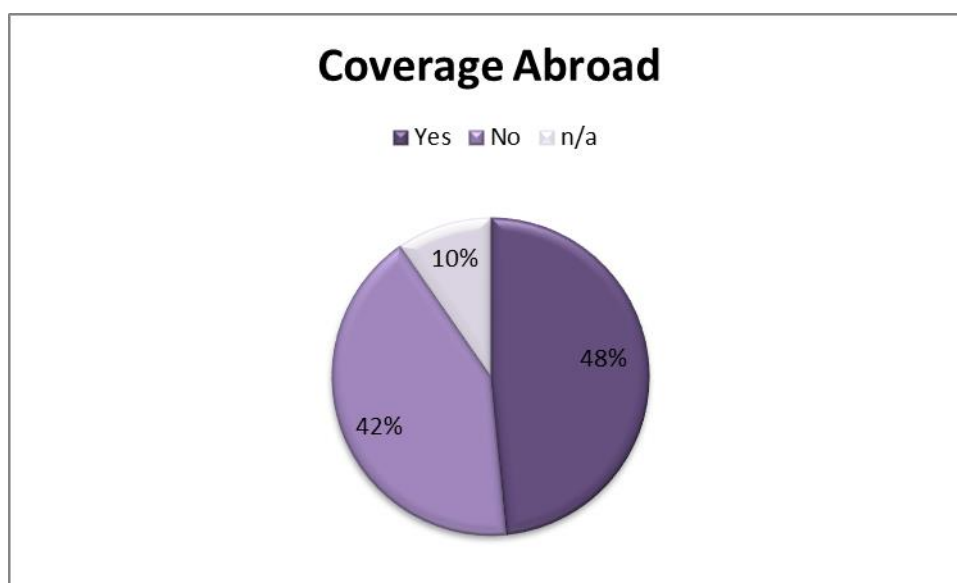
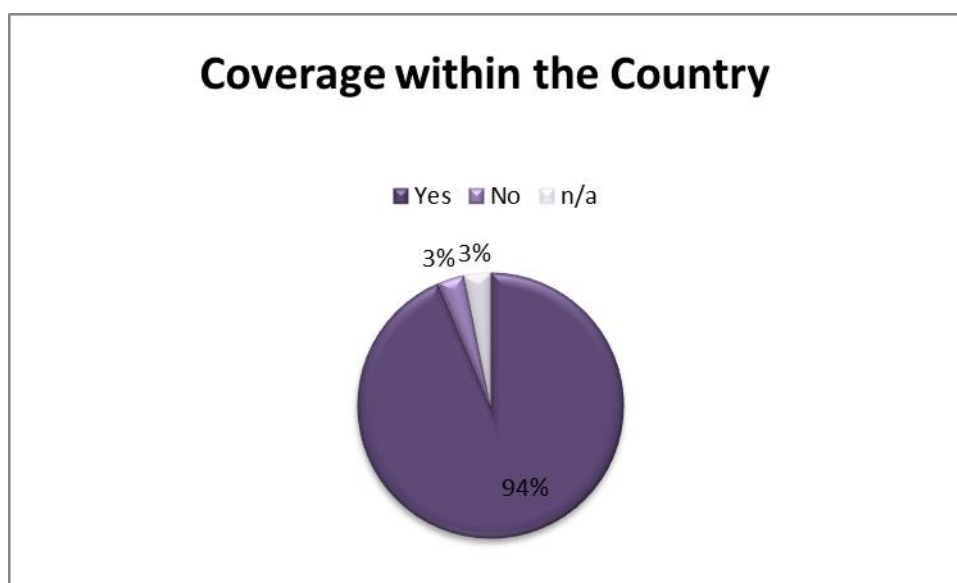
➤ SAFETY PROTOCOL

Most ASNs have a Code of Conduct / Set of Guidelines. Others base themselves on the general rules of the ASN.



INSURANCE

➤ THIRD PARTY INSURANCE COVERAGE DURING OFFICIAL COMPETITIONS



➤ COVERAGE OF RALLY AND CIRCUITS EVENTS

➤ TYPE OF INSURANCE

➤ INTERNATIONAL COVERAGE

➤ LEGAL PROCEDURES (in case of accidents)

DEVELOPPING THE LOYALTY OF OFFICIALS

➤ **EXISTING ASN PROGRAMS FOR DEVELOPING THE LOYALTY OF OFFICIALS**

United States:

Our officials receive reductions in their membership fees based on participation. They also receive event recognition (items like tee shirts, hats, etc.). Each year our national publication also lists our officials with the number of days they participated.

Finland:

All our Head Officials have free access to our national competition events, our member clubs can apply for "ASN's medals of honor" for their distinguished officials (bronze, silver and gold), a "Official of the Year" trophy is nominated in our yearly prize giving gala, our member clubs have also different programs of their own".

Russia:

No special programme but we always ask the former drivers having necessary skill and knowledge to continue their sporting career as official

In the former Soviet Union any driver or competitor was required to take part in the officials' activities during the event and this fact was recorded in his/her athlete booklet

Italy:

Uniforms provision – authorization to serve on events abroad thus improving their experiences and education – nomination for important events

Portugal:

Yes, we encourage organizers to allow access to the races to our licence holders (officials only), even if they belong to different clubs from the organising one.

Singapore:

i) Programme for developing loyalty in our officials including training suitable officials in Senior or Leads position. These officials are given additional responsibilities to guide Trainee Race Officials at major events.

ii) Other form of programme includes:

- appreciation party for all officials at the end of each major events*
- gathering feedback from all officials, acting on them and recognising officials who have given these feedback.*
- creation of a Facebook group where officials will post up and discuss topics related to motor sports. This fosters a learning ground, and also friendship within the group.*
- hold T-shirt design competitions for race officials which will be printed and distributed to all race officials. This allows the officials to wear the T-shirt with pride and foster an identity among the officials.*
- Returning officials are allocated back to their teams (unless official put in writing to change) for major events for familiarity, and forge closer ties with each other.*

- *Returning officials are encouraged to share their experiences with Trainee officials, and buddy system are created to guide Trainee officials. This gives additional responsibilities to returning officials and fosters friendship between new and returning officials.*
- *Keeping cost low for officials by providing them basic bumbags including personal tube of sunblocks, ponchos, ear plugs, whistles, uniforms and other personal equipment. We also work with hotels in Singapore to provide special rates to overseas officials volunteering for major events in Singapore.*
- *As this year marks the 5th year of the Singapore Grand Prix, we are manufacturing special patches, collar pins, certificate of appreciation, medals etc. for officials who have been with us for 5 years. We will also be inviting these officials to a special appreciation party and recognise them for their efforts.*

Great Britain:

At National level, Awards for 'Marshal of the Year'. Individual long service recognised by 'Lifetime Achievement Awards' and 'Official d'Honneur Awards'. These national awards are underpinned by similar awards at Regional and Club level. Where possible and appropriate, we also support nominations for the FIA Volunteers & Officials Commission annual awards.

United Arab Emirates:

The ATCUAE's Officials and Volunteers management and retention plan has been a key success factor in establishing a solid network of loyal and dedicated Officials and Volunteers. The ATCUAE recognizes the importance of adopting an integrated model of best practice in volunteer management with state of the art practice in Human Resources Management (HRM).

In 2009 the ATCUAE established the UAE Motorsports Marshals Club, a club joining over 1000 Officials and Volunteers from over 60 countries. The Club has set clear objectives, strategies, policies, procedures and guidelines to ensure that Officials and Volunteers are supported by a professional work environment, and have clear objectives and key performance indicators, in addition to an action plan for developing their skills and competencies; the Officials and Volunteers retention model consists of the following structure;

- *Recruitment and clear definition of roles and responsibilities and key performance indicators.*
- *Induction, training and capacity building and Exchange programs to participate in international events. The Motorsports Knowledge Institute a division of the ATCUAE also provides access to world class research related to the different elements of motorsports, including research on Officials and Volunteers welfare, Models of Excellence in Volunteer Management as well as other economic impact surveys and sports consumership in the Middle East, thereby serving as a knowledge hub for Officials and Volunteers to develop their knowledge base.*
- *Mentorship and continued development.*
- *Comfortable work environment and the availability of world class physical resources to perform par excellence.*
- *Safety and insurance. Please refer to the ATCUAE Occupational Health and Safety policy for further information.*
- *Performance measurement, appraisals and assessments and recommendations for further development. Please refer to the attached documents for further information.*
- *Reward, recognition, acknowledgement, professional development, volunteer awards, Officials and Volunteers gatherings (team awards and individual awards).*
- *Access to public and private prestigious events, sponsorships, benefits and discounts.*

- *Grievance system for feedback, concerns and requests from volunteers. Please refer to the ATCUAE Complaints Procedure.*
- *Achievement reports and public recognition and exposure within ATCUAE's newsletters and international coverage.*

Additionally, the ATCUAE has developed a Sustainable Development Program.

Please find attached herewith the ATCUAE's Officials and Volunteers guide.

IN SUMMARY

- **Long serving is recognised in numerous way during Grand Prix;**
- **Social gathering and high performance awards;**
- **Awards for each category;**
- **Award for long servicing officials (5, 10, 20, 25 years, etc.);**
- **Special discount (participation in the mandatory refresher course free of charge).**

➤ HOW TO ATTRACT NEW OFFICIALS AND DEVELOP THEIR LOYALTY

ASN SUGGESTIONS

Australia:

Development of promotional material. Facilitating the use of Formula 1 and WRC TV footage to be used as both a training and recruitment tool. Offering Merchandise. Organising drivers for autograph sessions and appearances at officials briefings etc.

United States:

Being able to participate in an F1 level event is considered the pinnacle of achievement for our workers. Just having that potential to work toward helps us build up the specialty; especially in the area where the event is held. When the supply of workers exceeds the demand for them, the exclusivity of those selected also earns new loyalty to those who make participation possible. It also enables us to use that participation as a carrot for the staffing of other events throughout the year.

Finland:

I think that there is a demand to find possibilities and programs for national level officials to develop their level of expertise via international official exchange. From our point of view this could enhance the co-operation between Nordic and Baltic countries and also distribute best practises and know-how in real life events. At the same time it could give the officials a career path for international officials' career.

Brazil:

Specifically in the Rally's case, the transfer of knowledge in planning, technology and proper procedure for major FIA Events would certainly attract new recruits to become officials in this modality. That would also help to improve the performances of those already on the job.

Russia:

Encourage the conduct of seminars for national officials which involve the race directors and clerks of the course of the major international events with aim to share the best practice and advanced

methods relating the officials activity and consider various cases of disputes which occur in different disciplines of motorsport;

- support the organization of such seminars by means of grants;*
- on the occasion of international events recommend to invite a larger number of officials, including stewards, scrutineers, secretaries, marshals etc. coming from countries other than organizers country aiming their practical involvement as officials and friendly relations;*
- promote through FIA website and magazines the activities of various and in particular outstanding officials;*
- develop the education materials and guidelines for various officials tasks, collect, make analysis and harmonisation of such materials used by different ASNs;*
- recognize and award the best officials on FIA and ASNs levels.*

Ireland:

An internationally recognised qualification that could also be utilised to advance or add value to a person's career outside of the sport.

South Africa:

We are constantly embarking on finding new officials, but it is very difficult to find young blood, who are passionate, as today's lives are so focused on other sports and outings etc. Guidance on a loyalty "plan" would be fantastic. Obviously, people also want to be paid nowadays, which makes it very difficult as funding is just not available.

Turkey:

FIA could invite only a few experienced and competent marshals from each ASN to major world championship events (like F1, WRC) every year. Also, in FIA World Championship events, autograph sessions could be organised only for marshals / officials, so they can spend some time with world class drivers.

Sweden:

We plan to start a National team of young officials!

We see this as a new grip to support our young officials and give them a good start in their career. Our plan is to begin with building a bank of interested youths who wants to develop themselves as officials on higher levels. From this bank a number of youth will be chosen for participating in the national teams meetings. Our goal is to have them participating as officials at high-level events with support from more experienced officials, if possible maybe even on event in other countries.

We will turn to young officials who are between 15 and 25 years old and whom already have prior experience as officials and also feel secure in the work as an official.

If FIA would be of any help we think that this help first of all would be by economic support. Maybe in the long term FIA could open up for some kind of international education plan where all ASN with a National team of young officials can take part to achieve even more experience and for example a more consistent judgement of our sport.

New Zealand:

FIA could issue materials, those are not available in shops, but ASNs could purchase them (even at their own expense) and give it for their officials as a gift or an award. These materials could be certificate, plaque, calendar, yearbook, cardholder or strap for the licences.

Austria:

Trust into the experience of the ASNs and their officials when dealing with items and needs of their national motorsport. Move more responsibility for national sports to ASNs and their officials.

India:

Free access to other events, invite officials to participate in international events.

Bahrain:

Assisting in building a club house for the marshals

Belgium:

- 1. Promotional Video (on website, shown during live broadcast of F1 / WTCC / WRC /...), with a famous driver inviting people to "Come & Join Us & Help us to Race Safely".*
- 2. Document & Guidelines explaining the exact role of each Official, as we feel there is only a limited amount of written guidelines / procedures available for the Officials and they have to learn almost everything via experience.*
- 3. Meet & Greet (Autograph Session) with some of the Drivers during each FIA Championship (FIA F1 / FIA WTCC / FIA GT1 / FIA WRC / FIA Historic F1 / FIA European F3 / FIA Hillclimb / FIA European Rallycross / ...).*
- 4. During each FIA Meeting, Teams & Drivers give away some (signed?) memorabilia, for example a signed cap, poster, t-shirt,... These gifts are then given away to a Track or Pitlane Marshall that officiated during the event, via a lottery (drawing by lot).*

China:

- 1. FIA could support the marshal training programmes.*
- 2. expend the range for choosing excellent marshals in each year.*

Portugal:

It is each time more difficult to recrute new officials, and we think this is an issue that does not only affect Portugal. The average age is growing very fast, and from our side we don't have any clue how to handle this problem. Countries that have F1 or other very big events normally don't strive to have marshals, but all others are having the same problem. On international events to have marshals in optimal number on a Friday is very difficult.

We think the FIA has means of valuing the work of the marshals by addressing the press to dedicate more attention to the outstanding value and importance of track-side personal and all other "back stage officials" that are not exposed, but nevertheless it would be impossible to organize an event without them. At the same time ASN's should be motivated to value the work of all officials by granting annual awards, or any other kind of official recognition.

On the training side, although the FIA institute (after some research on its website) has some videos available, we think that training documentation could help. Similar to what was recently done concerning the "A Driver's Guide to Safer Motor Sport".

Japan:

Frankly speaking, from the viewpoint of attracting new officials or enhancing officials' motivation to continue their activities, it would be most helpful if the FIA would kindly provide the officials taking part in FIA championships events with some small FIA souvenir, such as FIA badge or FIA sticker.

Singapore:

i) FIA can increase awareness of race officiating by increased media coverage, focusing on the different roles for each event. Equal attention should be given to ground crews and specialist group including race control personnel. Recommendation to work with international Motor Sports publications to feature one Official prior to each major event in that country.

ii) FIA, through the WMC and ASNs' WMC, should work together to attract more women to become race officials.

iii) FIA can consider setting up regional centres of excellence to provide training to key race officials example Stewards, Clerks of the Course, Chief Medical Officer, etc. Upon satisfactory completion, they can be issued with official license jointly issued as a form of recognition and quality assurance. These training can be outsourced to FIA's accredited RTPs. This can gradually be filtered down to other officials as an instrument to promote loyalty.

iv) Recognition and welfare are the best way to promote loyalty. FIA can provide more opportunities to feature volunteers and officials in the website. FIA personnel giving thank-you speech to the officials will give special recognition and motivation.

v) Encourage individual ASN or event organiser to provide for a standard welfare and benefits for all officials. Provision of basic necessity pack including gloves, uniforms, sunblock, ponchos with the objective of keeping these officials safe and ensuring low or no cost for officials.

vi) Provide guidelines to ensure retention rates for officials are at a healthy level through fair assessment and recognition be given to officials who have officiated at different level. Competent officials should be given higher responsibilities to guide and mentor new recruits. Listening and acting on the

Great Britain:

Continue and expand upon the recently introduced FIA Outstanding Official of the Year and FIA Best Official of the Season awards as a reward for loyalty. Encourage such activities as Pit Lane walks and 'Meet the Teams' sessions for those officiating at all FIA events. New officials could be encouraged by providing them with an FIA grant to support their initial expenses for personal equipment. Also, financial support could be provided to all ASNs to promote the role of the Officials to school audiences, youth groups etc.

United Arab Emirates:

The ATCUAE offers its support to assist the FIA in attracting and developing the loyalty of officials. We have recognised in the past years that Officials are loyal to well established systems, with a sound governance system, a well established HRM structure and a rewarding and motivating culture. We have thus found the following projects to be of great benefit in enhancing a Volunteer culture of motorsports in the UAE and can be adopted internationally, and encourage the adoption of such programs by ASNs all around the world.

- Competency framework; The ATCUAE has developed training courses, guidance and set criteria for developing the competence of its Officials and Volunteers, it would be of great benefit if the FIA Volunteers and Officials Commission in cooperation with the FIA Institute develop a unified Officials and Volunteers competency framework that can be adopted by all ASNs around the world.

- Investing in ASN capacity building. The above project would also require that the ASN employees are competent and have the required skills to implement the competency framework, thus ASNs that are weak and undeveloped will require developing a program to support education of ASN employees. Although this might be viewed as 'individual' rather than 'communal benefit', in the long with such plans the sport would be run by the professionals who will invest their skills and

knowledge back into the motorsport community. The Institute could offer grants to pursue academic degrees, professional certificates (ie PMP / IPMI certificates) or even English / French language courses for ASNs that have succession plans.

- Conducting seminars and workshops during the FIA General Assembly that joins volunteer managers and senior officials from ASNs all over the world, and develop an "ASN Officials and Volunteers management yearly award" that focuses on the efforts of ASNs and promotes team building and team work throughout the year. The workshop would serve as a platform through which ASNs and Regional Training providers alike share their experiences, expertise, research and best practice to further enhance their Volunteers and Officials management models and practices, and recognise the efforts of ASNs that have adopted innovative, state of the art methods of officials management, in addition to promoting global research on officials social and economic impact, welfare and management. Kindly refer to the communications of ATCUAE with the FIA regarding this project during June. 2012
- Sustaining knowledge: Funding Higher Education programs and research for Officials and Volunteers seeking opportunities to conduct research and enhance their knowledge base, skills and competencies in motorsports.
- Officials knowledge hub: The establishment of a motorsport officials website, a hub that joins all motorsports officials of all ASNs around the world. The website could include information on all research initiatives, trends, Officials management guides, newsletters and information on Marshals and officials all around the world in addition to online training courses and FIA recognized assessments and quizzes.
- Developing an Officials Management Software/Database accessible to all ASNs and provide Officials managers with the opportunity to manage all volunteers and officials par excellence. The global database could include a points system for recognizing the dedication of Officials and Volunteers around the world, whereby Officials that participate in the largest number of international and national events are recognised worldwide and can become eligible for awards. The points system is suggested to be linked to the Officials license by a chip which includes all the required information related to each official.
- Developing an officials magazine, and news letters that ASNs and officials can subscribe to, to learn the latest trends and developments in the motorsport world.

Netherlands:

Giving train the trainer courses for all relevant competency courses.

Turkey

FIA could invite only a few experienced and competent marshals from each ASN to major world championship events (like F1, WRC) every year. Also, in FIA World Championship events, autograph sessions could be organised only for marshals / officials, so they can spend some time with world class drivers.

IN SUMMARY:

1. **Document & Guidelines** explaining the exact role of each Official, as we feel there is only a limited amount of written guidelines / procedures available for the Officials and they have to learn almost everything via experience.
2. - FIA has means of valuing the work of the marshals by addressing the **press to dedicate more attention to the outstanding value** and importance of track-side personal and all other "back stage officials" that are not exposed, but nevertheless it would be impossible to organize an event without them.
 - FIA can increase awareness of race officiating by increased media coverage.
 - Developing **an officials magazine**, and news letters that ASNs and officials can subscribe to, to learn the latest trends and developments in the motorsport world.
 - **Promotional Video** (on website, shown during live broadcast of F1 / WTCC / WRC / etc.), with a famous driver inviting people to "Come & Join Us & Help us to Race Safely".
3. **Creation of a Facebook group** where officials will post up and discuss topics related to motor sports. This foster a learning ground, and also friendship within the group.
4. If FIA would be of any help we think that this help first of all would be by **economic support**. Maybe in the long term FIA could open up fore some kind of international educationplan where all ASN with a National team of young officials can take part to achive even more experience and for example a more consistent judgement of our sport.
5. - During each FIA Meeting, Teams & Drivers give away some (signed?) memorabilia, for example a signed cap, poster, t-shirt, etc. These **gifts are then given away to a Track or Pitlane Marshall** that officiated during the event, via a lottery (drawing by lot).
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6. Conducting **seminars and workshops** during the FIA General Assembly that joins volunteer managerts and senior officials from ASNs all over the world, and develop an "**ASN Officials and Volunteers management yearly award**" that focuses on the efforts of ASNs and promotes team building and team work throughout the year.
7. Meet & Greet (**specific autograph session**) with some of the Drivers during each FIA Championship.
8. FIA, through the WMC and ASNs' WMC, should work together to **attract more women** to become race officials.