



Test Event Operational Planning (TEVOP) Toolkit

Version 1 | November 2014

TABLE OF CONTENTS

1 PREFACE	0
1.1 PURPOSE OF THIS DOCUMENT	0
2 INTRODUCTION	1
2.1 BACKGROUND	1
2.2 PRINCIPLES	1
2.3 OBJECTIVES	2
3 OVERALL TEST EVENT OPERATIONAL PLANNING TIMELINE	3
3.1 OVERVIEW	3
3.1.1 TEST EVENTS PLANNING	3
3.1.2 TEST EVENTS OPERATIONAL PLANNING	4
3.1.3 EVOLUTION TO VENUE-BASED TEAMS	4
4 TEST EVENT OPERATIONAL PLANNING (TEVOP) PROCESS	6
4.1 INTRODUCTION	6
4.2 DETAILED TEVOP PROCESS	6
4.2.1 PROCESS OVERVIEW	6
4.2.2 PROCESS DESCRIPTION	7
4.2.3 PREPARATION	9
4.2.4 SESSION FACILITATION	9
4.3 TEVOP CALENDAR	9
5 RESOURCING	11
5.1 TEST EVENT PLANNING TEAM	11
5.2 ROLES AND RESPONSIBILITIES	11
5.3 INVOLVEMENT OF RESOURCE COORDINATORS	12
5.4 PARTICIPATION OF FUNCTIONAL AREAS	13
6 PROJECT MONITORING AND REPORTING	15
6.1 OVERVIEW	15
6.2 SESSIONS	16
6.3 DELIVERABLES	16
6.3.1 TABLE OF CONTENTS	16
6.3.2 TEST EVENT OPERATIONAL PLAN	17
6.4 TRACKER	18
7 APPENDICES	19

7.1	TEST EVENT CALENDAR	19
7.2	TEVOP CALENDAR	19
7.3	SESSION OBJECTIVES	19
7.4	MEETING INVITATION TEXT	19
7.5	TEVOP PRESENTATION - TEMPLATE	19
7.6	TABLE OF CONTENTS - TEMPLATE	19

1 | PREFACE

1.1 PURPOSE OF THIS DOCUMENT

The purpose of this document is to provide a detailed methodology with instructions and guidelines to conduct and complete the Test Event Operational Planning (TEVOP) Process for those Test Events falling under the direct responsibility of Venue Management (VEM).

There are 3 types of Test Events (45 in total):

- Rio 2016 Major Test Event (4)
- Aquece Rio (24)
- Test Events owned by International or National Federations (IF/NF events) (13)
- TBC (4)

VEM will be responsible for leading the TEVOP Process for all 45 Test Events; however involvement of many Functional Areas (FAs) will be required. The full support and participation of relevant FAs will be essential to ensure all plans are developed and completed on time and in an integrated manner.

The TEVOP Process for these events will be conducted from November 2014 until (approx.) May 2016.

For the purposes of the TEVOP calendar, the Test Events have been combined into 4 groupings based on the proximity of the Test Event dates and alignment of the Resource Scoping sessions.

Note: some TEVOP Processes will cover a number of Test Events taking place in the same venue around the same time.

During the TEVOP Process, VEM will be managing the Venue Operational Planning Version 2 (VOP2) Process in parallel. Note: some of the VOP2 activities will overlap and be running simultaneously, and some will be performed before or after the equivalent TEVOP Process activities.

The primary output of the TEVOP Process will be a Test Event Operating Plan for each event, along with optimized resource demand reports, overlay drawings, and other items detailed later in this document.

2 | INTRODUCTION

2.1 BACKGROUND

The Test Event Operational Planning (TEVOP) Process leverages the outputs generated and lessons learned during the Venue Operational Planning version 1 (VOP1) Process.

The VOP1 Process was conducted from November 2013 to December 2014 and brought together all necessary Functional Areas under the leadership of Venue Management (VEM) to commence the process of integrated venue operational planning for each competition and major non-competition venue.

The objectives of the VOP1 Process included defining and agreeing venue-level operational concepts, principles and assumptions for:

- Operating and managing each competition and major non-competition venue (i.e. Venue Team Structure, Venue Phase Responsibility Matrix, Phases & Dates List, Venue Accreditation and Zoning concepts...).
- Resource estimates for spaces, “must haves”, workforce, technology equipment, furniture fixtures and equipment (FF&E) and space (permanent and temporary).
- Venue planning tools and templates (e.g. Venue Operating Plan including Venue Population Model etc).

2.2 PRINCIPLES

A number of planning principles were established and communicated during the VOP1 Process. The same principles will be used as the basis for the TEVOP Process.

- **TEAMWORK:** integrated event operational planning relies on positive, transparent collaboration between all Event Planning Team members (Functional Area representatives).
- **COMMUNICATION:** proactive and open communication is necessary to ensure all needs (“must haves”) are taken into account, gaps or overlaps are resolved, progress is made, and a fully integrated output is achieved.
- **TIME MANAGEMENT:** effective time management is important to ensure each individual event and the overall TEVOP process is completed on time.
- **OWNERSHIP:** each member of an Event Planning Team has a specific role to perform. Client representatives, for example, are responsible for communicating the needs of their client group and validating service levels. Resource Coordinators are responsible for capturing, optimizing and managing resource requests. Venue Management is responsible for leading the process and coordinating the completion of a Test Event Operating Plan for each event. Collectively the entire Event Planning Team is responsible for ensuring all project(s) are delivered on time, on budget and with transparency.
- **EDUCATED PARTICIPATION:** Functional Areas are responsible for ensuring the right level of personnel participate in the TEVOP Process when necessary. Functional Areas are also responsible for ensuring these participants are

sufficiently aware and educated in all Rio 2016™ principles, concepts and assumptions, and are empowered to make decisions where necessary.

- **BASELINE:** During the VOP1 Process, the baseline (Version 0) of resource requirements (spaces, workforce, technology equipment items and FF&E items) for all competition and major non-competition venues was refined with each Functional Area. Reductions are expected for Test Events, and any increase differences to this baseline will be discussed for each event on a case-by-case basis with the relevant Resource Coordinator and Venue Management.

2.3 OBJECTIVES

The overall objective of the TEVOP Process is to apply the Operational Planning concepts, principles and assumptions to all Test Events using a structured methodology which allows for venue-specific or sport-specific differences to be identified and considered in the respective plans.

The TEVOP Process also aims to:

- **Deliver a consistent and transparent integrated operational planning process** for Test Events which considers the resource constraints of the organization, and provides a detailed project timeline in advance to assist Functional Areas plan their respective workloads ahead of time
- **Advance the identification and mitigation or resolution of venue-specific or sport-specific risks, issues and opportunities** at competition venues
- **Progress the formation of Venue Teams.** The Model Venue Team was considered to be the 1st generation Venue Team and Zone Planning Teams undertaking Venue Operational Planning Version 1 were considered the 2nd generation, with the Test Event Teams being considered the 3rd
- **Analyze and validate venue-level responsibilities for each event** in collaboration with site-specific delivery partners, including venue owners and local government agencies or stakeholders
- **Facilitate a coordinated and consistent method for reviewing and validating resource requirements**, including space (permanent and temporary), workforce, technology equipment and furniture fixtures and equipment (FF&E) for each event and to review these in a structured manner against operational budgets and procurement or recruitment timelines
- **Establish and implement a consistent method of communication** regarding risks, issues and opportunities related to event-specific or sport-specific operational planning
- **Provide the Rio 2016™ Organising Committee with an informed understanding** of Test Event operational plans and resource requirements for each Test Event

The primary output of the TEVOP Process is to develop the detailed Operating Plans for each Test Event. A summary of the Plans will be presented to the Executive Directors for approval.

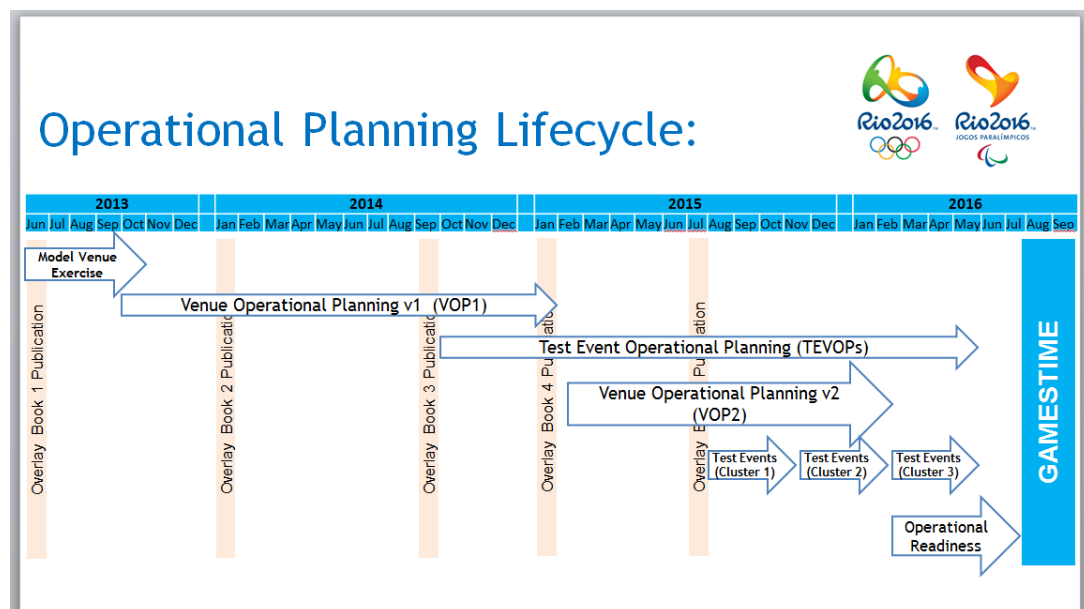
3 | OVERALL TEST EVENT OPERATIONAL PLANNING TIMELINE

3.1 OVERVIEW

Operational Planning has four (4) major readiness components:

- Model Venue Exercise / Model Venue Operating Plan (MVOP): June 2013 to October 2013
- Venue Operational Planning Version 1 Process / Venue Operating Plans Version 1 (VOP1): November 2013 to December 2014
- Test Event Operational Planning Process / Test Event Operational Plans: November 2014 to May 2016
- Venue Operational Planning Version 2 Process / Venue Operating Plans Version 2 (VOP2): 2015 to 2016 (dates TBC)

Note: Test Event Operational Planning will run in parallel to Venue Operational Planning from (approx.) Q4 2014 to Q2 2016.



3.1.1 TEST EVENTS PLANNING

The Test Events (TEV) Functional Area, part of Venue Management, is responsible for coordinating the planning of the Test Events.

As an overview, TEV is responsible for the following:

- Developing the Test Events strategy
- Coordinating the Test Events calendar and factsheets with the Sport (SCO) Functional Area
- Managing the Test Events budget
- Developing with the AFs the Matrix of Testing/Services
- Developing and putting in application the Evaluation Strategy

[Refer to Appendix 1 for the latest version of the Test Events Calendar]

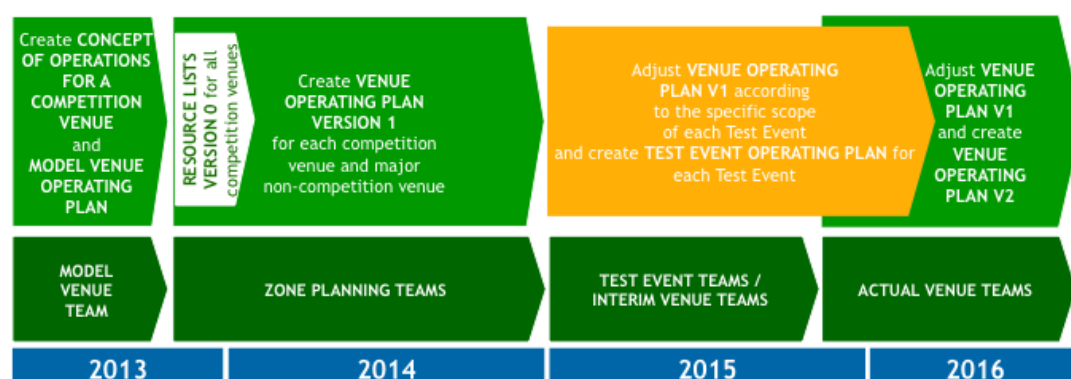
3.1.2 TEST EVENTS OPERATIONAL PLANNING

The key inputs to the Test Events Operational Plans are the Test Event Calendar, which determines the timing required for the planning phase and the Matrix of Testing /Services, which documents the extent of responsibility for each FA for each Test Event.

The key points to note about the overall Test Event Operational Planning timeline are:

- Structure of the process and the planning outputs will **depend on the type, nature and size of the Test Event**. The four (4) Major Test Events will complete almost an equivalent extent of Operational Planning and as detailed an Operational Plan as will be prepared for VOP2 for Games-time.
- The Process will continue to evolve as evaluation of the testing objectives and the lessons learned from each Test Event form a significant part of the inputs for future Test Events and Gametime VOP2 processes.

3.1.3 EVOLUTION TO VENUE-BASED TEAMS



The VOP1 Process was led by Venue Management facilitated by four (4) Zone Planning teams as follows; Copacabana, Deodoro, Barra and Maracana & Football Cities. The VOP1 teams comprised Client Owner Representatives, Resource

Coordinator Functional Area Representatives from Venue Development and Overlay, Workforce Planning, Venue Technology Services and Logistics, as well as other Functional Area Representatives where relevant.

The early Test Events teams will principally be comprised of the same Zone teams as VOP1 until the number of staff grows sufficiently in each Functional Area to more closely represent the venue teams. The later Test Events will more likely be representative of the Gamestime venue teams as some of the last Test Events will take place after venuisation.

4 | TEST EVENT OPERATIONAL PLANNING (TEVOP) PROCESS

4.1 INTRODUCTION

This process started with the determination of the Test Event Calendar [\[Refer to Section 3.1.1 for more detail\]](#). The Test Event and Sport Functional Areas define the type, nature, timing and size of the event with the relevant Federation, develop the Matrix of Testing with each Functional Area and also agree the matrix of responsibility with the Federations.

Once these steps have been completed, the TEVOP Process commences with regular bi-weekly or monthly meetings to prepare the Operational Planning activities that will lead to the development of the Test Event Operational Plan.

The TEVOP Process will initially continue to operate through four (4) Zone Planning Teams that have been established within Venue Management to lead the process. Similar to the VOP1 Process, standard weekly meetings for each zone will be the forum through which the TEVOP Process will be completed.

The TEVOP Process uses a structured methodology which allows for event-specific or sport-specific issues to be identified and considered in the respective event plans.

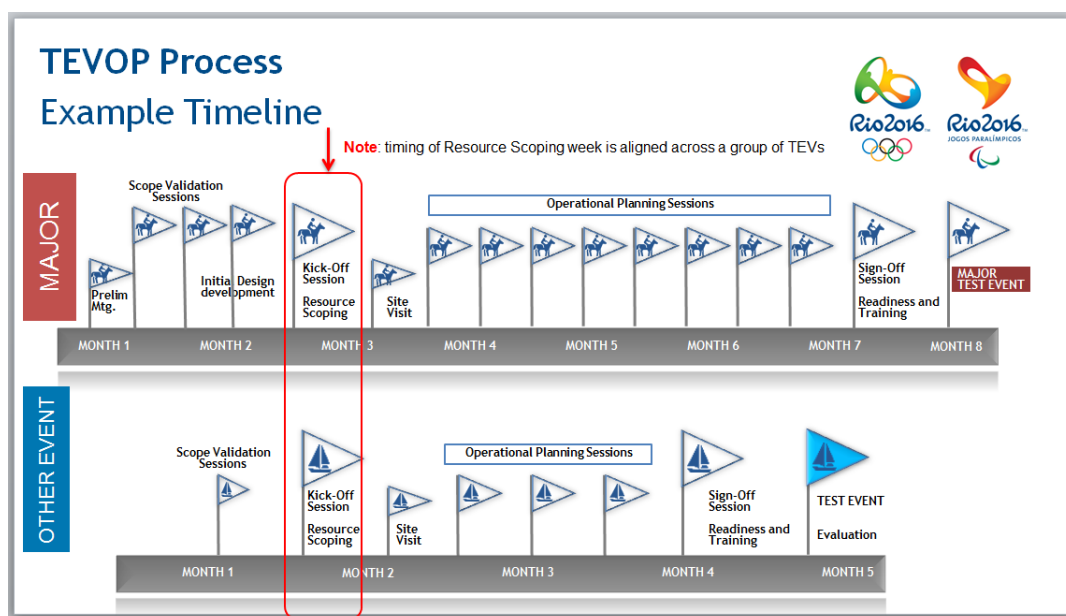
Initially, the TEVOP Processes will be conducted through the existing weekly Zone VOP1 meetings slots, with representation from Venue Management, the Resource Coordinators and relevant Functional Areas.

4.2 DETAILED TEVOP PROCESS

4.2.1 PROCESS OVERVIEW

Similar to VOP1, the TEVOP Process consists of a series of planning sessions scheduled in order to complete all the necessary operational planning outputs.

Not all Test Event team members from each Functional Area are required to attend every session, it is dependent on the topic relevance. However, the whole team is required to attend the Kick-off and Sign-off sessions. Venue Management will arrange the meetings, facilitate the sessions and coordinate the schedules, but other Functional Areas will be asked to lead the presentations or discussions dependent on the topics.



For the 4 Major Test Events, the Process will commence at least 8 months from the date of the Test Event through bi-weekly meetings and for other Test Events, the process will commence at least 5 months in advance through monthly meetings.

Weekly Zone Meeting Slots:

Zone	Day	Time
Copacabana	Tuesday	2pm-4pm
Deodoro	Wednesday	2pm-4pm
Barra	Thursday	10am-12noon
Maracana & Football Cities	Thursday	2pm-4pm

The time commitment in TEVOP Meetings for each Functional Area to cover all 4 zones is 8 hours per week. Due to the bi-weekly or monthly meetings programme, multiple TEVOPs will be covered in these meetings for each Zone. As the TEVOP calendar progresses and more TEVOP Groups commence, other meeting slots outside these time will need to be used as necessary as the workload increases.

Note: there will be additional preparation time required for Resource Coordinators and some Functional Areas in advance of certain sessions.

The meeting calendar invitations for each TEVOP session will be updated by Venue Management at least 1 week in advance to include the specific agenda.

4.2.2 PROCESS DESCRIPTION

The description of sessions in each TEVOP Process is outlined as follows:

Session	Description
Preliminary Meeting	Offline meeting for TEV, SCO AND VEM to finalise the Test Event Factsheet, review the Matrix of Testing/Services and review the Budget.
Scope Validation 1	Initial meeting for Core Functional Areas (SCO, VED, VEM, TEV, TEC, LOG and WKF) to determine client requirements, review factsheets and matrix of testing/services and discuss high-level Event design.
Scope Validation 2	VED, TEV and SCO speed dating with all relevant Functional Areas to determine the scope requirements for SPACES in order for the Initial Designs to be prepared.
Scope Validation 3	Opportunity for PRO and VUA Team to understand the SERVICES required and the likely responsibility. Speed dating meeting format with key service owning/ providing FAs (CAW, FAB, LOG, MED, SEC, TEC, TRA, NRG, VED...).
Final Scope Validation	Following completion of all the initial Scope Validation Sessions, VEM and TEV to finalise Scope with Governments and Executives, including scope, budget and responsibilities.
Kick-Off	Introduction for full team : presentation of Test Event Factsheet (SCO), presentation of Initial Designs (VED) and presentation of Matrix of Testing/Services (TEV). Invitation will be extended to external stakeholders and Government.
Site Visit (if required)	Based on necessity and venue availability - participation from relevant FAs as required. Need to ensure appropriate budget.
Resource Scoping Sessions	Weeks dedicated to a full schedule of speed dating sessions capturing resource requirements from FAs for a group of Test Events. Facilitated by VEM but led principally by the Resource Coordinators (LOG, TEC, WKF and TRA). Resource Coordinators determine participation from relevant FAs. <i>Note: There will always be a meeting scheduled with Sport Competition.</i>
Functional Analysis Session	Detailed session(s) led by Venue Management but facilitated by VED relating to FOH, BOH, FOP, Seating Bowl and Secure Perimeter involving all relevant FAs as necessary.
Operational Planning Sessions	Individual sessions led principally by VEM to capture concepts and principles relating to specific topics; Venue Team Structure, Venue Phases and Dates, Phases Responsibility Matrix, Paralympic Integration, Venue Zoning, Transition Planning, Health, Safety and Emergency Response Planning etc.
Reviews and Optimization	Sessions facilitated by VEM and arranged with specific FAs as needed (determined by Resource Coordinators and Finance) for purposes of review and rationalization, value engineering, dot planning etc of resource requests.
Sign-Off	Wrap Up Session for full team : presentation of Final Designs (VED) and review of final issues and outstanding matters and final review and sign-off by Executives. Invitation will be extended to external stakeholders and Government.

Readiness & Training	Series of full test event team meetings to complete desktop scenarios planning and readiness exercises.
Evaluation	Hot debrief with full test event team onsite immediately after Test Event. Followed later by offsite cold debrief including external stakeholders and government.

[Refer to Appendix 3 for a detailed programme of sessions objectives]

The programme of sessions as outlined in the table above, is tailored for each TEVOP by the Test Event Team, based on the type of Test Event and bi-weekly or monthly meetings schedule and length of preparation time, eg 5 months or 8 months.

4.2.3 PREPARATION

Venue Management is responsible for coordinating the meetings:

- Administration Sending invitations and booking rooms
- Agenda Setting agenda for each session
- Preparing FAs Confirming content of sessions with relevant FAs in advance
- Follow Up Capturing notes, Issues and Follow Up Actions from all sessions

[Refer to Appendix 4 for a document containing example Meeting Invitation Text]

4.2.4 SESSION FACILITATION

Meetings should all be facilitated and led by Venue Management. Other Functional Areas may be required to present some meetings for example, the presentation of drawings and designs from Venue Development and Overlay and Resource Coordinators will be required to present during the Resource Scoping and Review and Optimization Sessions.

Venue Management is responsible for ensuring the presenters for each session are adequately briefed and prepared for the relevant sessions.

[Refer to Appendix 5 for a template TEVOP Presentation and example content]

4.3 TEVOP CALENDAR

The TEVOP calendar is a detailed schedule indicating specific weeks when TEVOP sessions will take place for each Test Event. The scheduling of the sessions within each week in the standard weekly meeting slots per Zone is the responsibility of the VEM Zone Coordinator.

[Refer to Appendix 2 for the latest version of the TEVOP Calendar]

For the purposes of the TEVOP Process Calendar, the Test Events have been combined into 4 groupings based on the proximity of the Test Event dates and alignment of the Resource Scoping sessions.

The dates for each grouping are as follows:

- Group 1 November 2014 to August 2015
- Group 2 March 2015 to November 2015
- Group 3 July 2015 to March 2016
- Group 4 September 2015 to May 2016

Where more than 1 Test Event per zone is being planned together, this grouping of events has been determined based on similar characteristics and timing or the same venue facilitating more practical planning together.

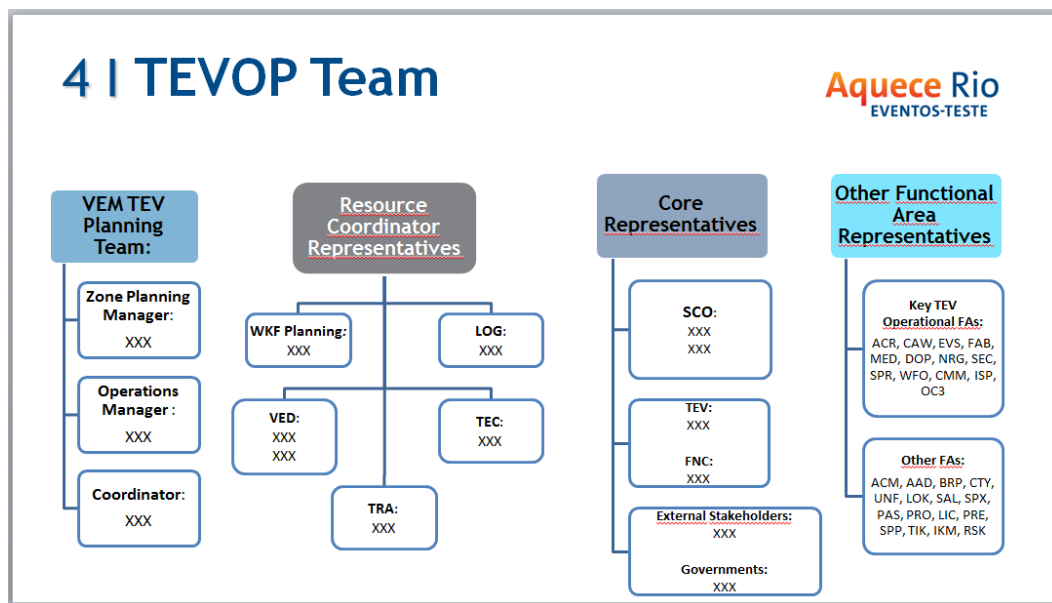
Venue Management is responsible for the TEVOP Calendar for all Test Events.

5 | RESOURCING

5.1 TEST EVENT PLANNING TEAM

The Team identified for each Test Event should be led by Venue Management and including representatives from all the relevant Functional Areas.

Note: external stakeholders, partners and Governments should be included as part of the team.



5.2 ROLES AND RESPONSIBILITIES

A more detailed description of the roles and responsibilities of each team member is outlined below.

Team Member	Roles and responsibilities
Venue Management	<p>As Test Event Team Leaders: planning and management of Process, including, meeting calendar invitations, meeting preparation and collation of presentation materials, facilitation of meetings, certain output validation and development, conclusion, wrap up and completion of Test Event Operating Plan.</p> <p>As a Functional Area: contribution from the perspective of a FA operating in a competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.</p>
Sport	<p>As a Competition Manager: specific preparation for Scope Validation and Kick-Off Session to present Test Event Fact Sheet and sport specific requirements in the venue. Also contribution to other relevant sessions eg FOP Functional Analysis and Resource Scoping.</p> <p>As a Functional Area: contribution from the perspective of a FA operating in a</p>

	competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.
Venue Development & Overlay	<p>As a Resource Coordinator: capturing space requirements in Scope Validation and Functional Analysis in order to prepare designs and drawings, presentation of drawings in Kick-Off and Sign-Off sessions whilst considering optimization principles.</p> <p>As a Functional Area: contribution from the perspective of a FA operating in a competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.</p>
Workforce Planning	<p>As a Resource Coordinator: participation in all sessions and capturing workforce requirements in terms of headcount numbers and details of roles and responsibilities, whilst considering optimization principles.</p> <p>As a Functional Area: This role is undertaken by Workforce Operations representing the workforce needs and requirements at the Test Event, participating in Functional Analysis and relevant Operational Planning sessions.</p>
Venue Technology Services	<p>As a Resource Coordinator: participation in all sessions and capturing technology item requirements, whilst considering optimization principles.</p> <p>Functional Area: contribution from the perspective of a FA operating in a competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.</p>
Venue Logistics	<p>As a Resource Coordinator: participation in all sessions and capturing FF&E requirements, whilst considering optimization principles.</p> <p>As a Functional Area: contribution from the perspective of a FA operating in a competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.</p>
Transport	<p>As a Resource Coordinator: participation in all sessions and capturing Transport requirements, whilst considering optimization principles.</p> <p>As a Functional Area: contribution from the perspective of a FA operating in a competition venue in necessary sessions eg Functional Analysis, Resource Scoping and Operational Planning as necessary.</p>
Other Functional Areas (e.g. Food and Beverage, Cleaning and Waste...)	<p>As a Functional Area: contribution from the perspective of a Functional Area operating in a competition venue in necessary sessions eg describing operational requirements during Functional Analysis Sessions, quantifying resource requests during Resource Scoping Sessions and participating in relevant Operational Planning Sessions.</p>

5.3 INVOLVEMENT OF RESOURCE COORDINATORS

Resource coordinators are a critical part of the TEVOP Process team for each Test Event. Their active participation, capturing activities and challenging the Functional Areas on the resource requests forms a large part of the outputs of the process.

Time commitment expected from the Resource Coordinators for each venue will vary depending on the TEVOP process length. However, to cover venues in the 4

zones, attending all meetings will account for a maximum of 8 hours per week (1 day total per week), in addition to follow up meetings and documentation activities.

Session	Venue Development and Overlay	Workforce Planning (and Workforce Operations)	Technology	Logistics	Transport
Preliminary Meeting	As needed	n/a	n/a	n/a	n/a
SV1	✓	✓	✓	✓	As needed
SV2	✓	✓	✓	✓	As needed
SV3	✓	As needed	As needed	As needed	As needed
Kick-Off	✓	✓	✓	✓	✓
Resource Scoping Sessions	✓	✓	✓	✓	✓
Functional Analysis Session	✓	✓	✓	✓	✓
Site Visit (if required)	✓	✓	✓	✓	✓
Operational Planning Sessions	As needed	As needed	As needed	As needed	As needed
Reviews and Optimization	✓	✓	✓	✓	As needed
Sign-Off/ Reporting	✓	✓	✓	✓	✓

5.4 PARTICIPATION OF FUNCTIONAL AREAS

Functional Areas (including relevant external operational delivery partners) that have an active operational role in the Test Event should nominate representatives to participate in the TEVOP Process.

The Functional Area representatives should be responsible for the following:

- Participating in the necessary meetings
- Understanding their own operational roles and responsibilities according to the agreed matrix of testing/services, and have the authority to make operational decisions to contribute to the TEVOP Process
- Proactively working with the other Functional Area Representatives and Resource Coordinators

- Liaising with and providing updates and feedback to their 'own' Functional Area team on the progress and outcomes of TEVOP Process

Time commitment expected from Functional Areas for each TEVOP Process, will vary depending on extent of the operational activities of the Functional Area in the Test Event. However, as a maximum to cover venues in the 4 zones, attending all meetings will account for 8 hours per week (1 day), on top of any follow up meetings or documentation activities.

Functional Areas that typically have operations for large Test Events are as follows: AAD, ACM, ACR, CAW, CTY, EVS, FAB, ISP, MED, DOP, NRG, CMM, SEC, SPR, TIK, TRA, RES, TEC, LOG, VED, and WKF Operations.

Other Functional Areas that should be considered on a case by case basis are, OC3, PAS, PRE, BRD, SAL, LOK, PRI, EDU, UNF, PRO, LIC, IKM, RSK, BRP, SPX and CER.

The following table illustrates the likely level of participation from Functional Areas:

Session	Functional Areas Participation
Preliminary Meeting	n/a
SV1	n/a
SV2	Space owning FAs
SV3	Service providing FAs
Kick-Off	ALL
Resource Scoping Sessions	Always SCO. Other FAs as needed, determined by the Resource Coordinators
Functional Analysis Session	As needed
Site Visit (if required)	As needed
Operational Planning Sessions	All relevant to the topic
Reviews and Optimization	As needed
Sign-Off	ALL
Readiness & Training	ALL
Evaluation	ALL

6 | PROJECT MONITORING AND REPORTING

6.1 OVERVIEW

In order to manage the TEVOP Process effectively, Venue Management will implement a structured, yet simple, project monitoring and reporting methodology. The Central Planning Venue Management Team will facilitate this process working with the Zone/Venue Coordinators.

Project monitoring and reporting will comprise three (3) elements:

- **SESSIONS** - Monitoring and reporting the status of each TEVOP Process and the progression of each team through the Process sessions.
- **DELIVERABLES** - Monitoring and reporting on the completion of the relevant outputs, based on the Table of Contents, throughout the TEVOP process.
- **TRACKER** - Continuing on from VOP1 in the same Zone Tracker, identifying and capturing **risks, issues, opportunities** and **Follow-Up Actions** during the TEVOP Process.

The process for the project review of these three (3) elements is as follows:

Step 1: The Central Planning Venue Management Team meets **bi-weekly** with the VEM Test Event Team by Zone to review the status, deliverables and tracker items for each TEVOP Process. These meetings are standard bi-weekly meetings on Mondays for each Zone as follows:

Zone	Day	Time
Copacabana	Monday	16:00-17:00
Deodoro	Monday	17:00-18:00
Maracana and Football Cities	Monday	16:00-17:00
Barra	Monday	17:00-18:00

Step 2: Bi-weekly, on Wednesdays, the Central Planning Venue Management Team consolidates the updates in the **TEVOP Process Tracking Schedule** and the risks, issues, opportunities and Follow-Up Actions in the **Consolidated Project Tracker** to generate the reports for VEM overall and by Zone.

Step 3: Bi-weekly, on Fridays, the Central Planning Venue Management Team generate the TEV Reports and shares with the each Zone and the TEV FA.

Step 4: Once per month, in advance of the 3Ps meeting with PAC, the relevant Milestones in Clarity are updated to reflect the status of the Sessions and

Deliverables of the each TEVOP Process and also the latest position of the Issues from the Tracker.

6.2 SESSIONS

Each VEM Test Event Team by Zone is responsible for planning and executing each TEVOP Session. [\[Refer to Section 4.2 for more detail\]](#). For the purposes of Status Reporting, these Sessions have been summarized into 8 key milestones as follows:

These milestones are:

1. Scope Validation
2. Kick-Off
3. Site Visit
4. Resource Scoping
5. Functional Analysis
6. Operational Planning
7. Reviews and Optimisation
8. Sign-Off
9. Readiness & Training
10. TEST EVENT
11. Evaluation

These milestones represent the main activities that each Test Event Team must complete.

6.3 DELIVERABLES

6.3.1 TABLE OF CONTENTS

The TEVOP Process is designed in order to facilitate the Operational Planning and completion of the relevant necessary outputs and deliverables for the Test Event.

The TEVOP Table of Contents is a list of all the documentation required to be produced through the course of the TEVOP Process. Some documents may not be applicable for all Test Events and the list should be reviewed by the Test Event team and tailored as necessary. There are assumptions included in the document to indicate the timing of the completion of these documents, but this should also be reviewed and tailored by the Test Event team based on the requirements and timing of the Test Event.

[\[Refer to Appendix 6 for the template Table of Contents\]](#)

The deliverable documents listed in the TEVOP Table of Contents are all owned by a relevant Functional Area and the responsibility for completion of these documents lies with them. Some deliverables can be completed by an individual Functional Area responsible, eg Factsheet (SCO), others will require input from many other FAs and will be discussed as a topic in a TEVOP Session eg Test Event Emergency Response Planning (completed as part of the Health & Safety and Emergency Response Planning Operational Planning TEVOP Session).

Along with completing their own deliverables, Venue Management will monitor the completion progress of all deliverables as part of the facilitation of the whole process.

6.3.2 TEST EVENT OPERATIONAL PLAN

Each Test Event Operational Plan will be comprised of all the deliverable outputs as outlined in the Table of Contents. The structure of the Operational Plan is as follows:

Folder	Folder Name	Functional Area Responsible
1	Fact Sheets	TEV & SCO
2	Venue Tracker	VEM
3	Venue Agreements & Approvals	VEM
4	Phases & Dates	VEM
5	Schedules	SCO, VED, LOG, VEM
6	Venue Population Model	VEM, TIK, VED
7	C3 & Reporting	VEM, OC3, SEC
8	Venue Team Structure & Contact List	VEM
9	Matrix of Testing/ Services	PAC
10	Workforce	WKF
11	Venue Development & Overlay	VED
12	Equipment Allocations	TEC, LOG
13	Transport	TRA
14	Look, Wayfinding and Signage	VED, LOK
15	Zoning and Accreditation	ACR
16	Safety & Emergency Response	VEM, SEC, MED
17	Contingency Plans	VEM, CRM
18	City Operations	CTY
19	Arrivals & Departures	AAD
20	Accommodation	ACM

All outputs will be stored in the relevant Zone and Test Event Folder on the Collaboration Tool.

6.4 TRACKER

Following on from the Model Venue Exercise and the VOP1 Process, the **Venue Tracker** tool (Excel file) and principles will continue to be used during the TEVOP Process.

The purpose of the Venue Tracker is to capture all venue-specific risks, issues, opportunities or follow-up actions which must be monitored, resolved or completed.

Items in the Venue Tracker are classified using the following Rio 2016™ definitions:

- **Risk:** Uncertainties that may compromise the objective of the project or work ie Games-stoppers
- **Issue:** Something that is preventing the project or work to move forward and requires further investigation or escalation
- **Opportunity:** Something that may lead to efficiencies or reductions in size, cost or complexity
- **Follow-Up Action (FUA):** Something that needs to be addressed by a Venue Planning Team, usually by more than one Functional Area, for a specific venue.

Note: Items which may affect more than one venue should be captured in the Venue Trackers and once consolidated in the VEM Project Tracker, should be raised and discussed through the appropriate Venue Management Forum.

The Venue/Zone trackers are consolidated regularly by the Central Planning VEM Team.

Items captured are assigned a deadline and a Functional Area owner. In principle, it is expected that Venue Management will be responsible for monitoring items in the Venue Tracker and it is recommended for the Venue Tracker to be included as a standing agenda item in the bi-weekly or monthly TEVOP Meetings.

7 | APPENDICES

- 7.1 TEST EVENT CALENDAR
- 7.2 TEVOP CALENDAR
- 7.3 TEVOP SESSION CONTENT AND OBJECTIVES
- 7.4 MEETING INVITATION TEXT - TEMPLATE
- 7.5 TEVOP PRESENTATION - TEMPLATE
- 7.6 TABLE OF CONTENTS - TEMPLATE



11.2014

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