

# Marshals

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## RBC Canadian Open



# Marshals

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## COMMITTEE DESCRIPTION

The Marshals Committee is responsible for the safety and well being of players, spectators, media and officials, during and after play each day. It would be impossible to have a well run and successful golf tournament without good gallery control. In the eyes of the players, the reputation of the tournament will, to a great extent, depend on the behaviour of the gallery.

The purpose of this committee is two fold. First, it should ensure fair play and give all competitors a chance to play their very best. Second, it should ensure the safety and comfort of the spectators and allow them to enjoy the play. The task is not an easy one and requires the attention of a well-organized and hardworking committee. See appendix A for a sample list of policy and procedure forms.

The Chair of the committee should be an individual who is capable, hardworking and a good organizer; above all, they must be tactful. It will also be necessary to have two Vice Chairs who possess the same qualities; otherwise it would be impossible to handle the large volunteer group necessary to carry out this assignment. In addition, eighteen Hole Captains and four to six Area Captains should also be recruited whose responsibility will be to liaise between the Hole Captains and the committee volunteers.

Ideal number of volunteers: 550 (including 18 Hole Captains and 4 – 6 Area Captains)

## COMMITTEE FUNCTIONS

The recruitment and selection of people to serve as marshals is not an easy task; quality and quantity are both important. All marshals must be familiar with golf and its etiquette.

Marshals must also be efficient, practical and tactful. Above all, they must be courteous at all times. Marshals should never order persons in a gallery to do anything; they should ask them politely. At all times they should be careful not to appear overly officious. Make sure marshals do not accept their positions with the expectation that their job is going to give them an unobstructed view of the golf tournament. Their attention should be focused on the gallery, not watching play. An indifferent marshal is more of a liability than an asset.

Many marshals may be recruited from among the members of the host club. However, many more marshals are going to be needed than can be furnished by the host club. Additional manpower may be found from surrounding area golf clubs and solicited through Golf Canada's Adopt-a-Hole program.

The object of the operation plan is to provide good gallery control and competent marshals for every hole for every day of the competition, pro-am and practice rounds. The Marshals Committee will be headquartered in with a main registration desk set up in the Volunteer Centre. The area must be manned at all times by at least one of the members of the committee and three registration volunteers at peak times.

If various clubs and groups have been recruited to assist with marshalling, then these groups will be assigned a specific hole of responsibility. Assigning groups or clubs to specific holes should be a joint venture between the marshal committee chair and Golf Canada staff to make it as equitable as possible.

From each of the groups, one person should be selected to serve as the "Hole Captain". That person should be put in charge of that group and act as the point of contact between the group and the committee. It will be that

person's job to position the marshals and see that the group is carrying out its responsibilities. The captain must be reminded that some of their personnel will not be able to work every day, or even all day, and it is important they keep these factors in mind when making assignments. It will be necessary for them to contact each group member well before the tournament and learn exactly who will be available and when they will be available.

### **Guidelines - All Marshals**

- Please ensure you register at the designated area provided in advance by Golf Canada
- Be courteous to both players and spectators
- Do not engage in conversation with players unless the player initiates the conversation
- Do not move or talk as players prepare to hit their shots or putts
- Avoid blocking the gallery's view by kneeling or sitting when players are addressing their ball
- Verbal commands are by far the most effective way to control crowds and should be carried out well before the player addresses the ball in a firm, loud and polite manner (i.e. "Stand Please")
- The crowd will react to you better if they are informed as to what is expected of them. This should be done prior to the players' arrival if at all possible
- In the event of trouble, notify your Hole Captain or Area Captain, who will call for outside assistance. Never attempt to handle a difficult situation or unruly spectators on your own
- Never attempt to give a player a ruling in any form; notify your Hole Captain or Area Captain, who will call for a Golf Canada or PGA TOUR official through the radio system
- Do not drink alcoholic beverages before or during your shift
- The fairway grass cannot stand a lot of traffic and it is absolutely imperative that spectators be kept off at all times, except for public crosswalk areas
- The following are allowed inside the ropes: marshals on duty, players, caddies, markers, standard bearers, Golf Canada/PGA TOUR officials, grounds crew when authorized, properly accredited media (proper credentials will need to be shown to gain access)

### **Guidelines - Tee Marshals**

- Clear a path to the tee for the players; in some cases it may be wise to use a rope chute, which can be pulled into position at the proper time (the Golf Canada Operations crew will create these chutes when roping & staking the golf course prior to the tournament). The marshals committee may work together with the operations crew to come up with the best solutions.
- Monitor the entrance gate and ensure that all of the group, including the caddies, walking scorers, and standard bearers are through before closing the ropes
- Ensure spectators are behind the ropes
- Always screen the crowd for unauthorized use of cameras. If seen, contact security through your Hole Captain or Area Captain and provide a description of what the offender is wearing and in which direction he/she went
- Check operation of crosswalk, if applicable, and signal to the Crosswalk Marshal ahead to close off once the players have finished on the previous hole
- Vocalize prior to the player addressing the ball. If possible, inform spectators what is expected of them prior to the players arriving. Try to vocalize, in a friendly manner, to remind the spectators that cell phones are not permitted Thursday – Sunday of tournament week and should be placed on vibrate and in your pocket
- Do not stand directly behind the players when they are about to address the ball
- Hold up arms and/or caps before the player makes his stroke
- Arrange with Fairway Marshals to indicate to them the direction the shot is headed - use of the cap is the best way
- When vocalizing, ensure you are not disturbing other players in your immediate area or on an adjacent hole
- Each tee may be supplied with large orange flags that are waived in the direction of the ball flight. This is beneficial for the marshal in the landing area, as they will be able to clearly see the direction of the golf ball once it is hit. Please note that Golf Canada will assess the need for use of flags on the tees – a lot will depend

on the course geography. Quiet paddles may also be used. There have been instances in the past where the flags have caused disturbance to players while teeing off, so the use of the flags is reviewed each year

### **Guidelines – Fairway (Landing Area) Marshals**

- Arrange a system with the Tee Marshals to have them signal you as to which way the ball is going - this may prevent a lost ball or injury to a spectator.
- Watch all shots hit into your area and if a ball is hit beyond the ropes, move to that location.
- Should the ball land where it is not easily seen or when the ball lands outside the ropes, protect the ball by standing in close proximity to it with your feet approximately 12 inches away from the ball. Never interfere with the ball in a hazard.
- Do not leave the ball until assistance or the player arrives.
- Engage assistance from another marshal to remove ropes in the intended line of flight and move the gallery so that the player has full latitude with his swing.
- You may have to position a marshal behind the crowd to stop any movement or noise.
- Once the player has hit his shot, restore the ropes to their original position as soon as possible.
- Refrain spectators from moving on until after all players have hit their shots.
- The Landing Area Marshals will be provided with a supply of irrigation flags to insert into the ground near a player's ball in the rough to assist the competitor in locating their ball. Further tips on using these flags will be given to the Marshal Chairs who will in turn inform the volunteers.

### **Guidelines - Crosswalk Marshals**

- Crosswalks are for spectator movement and are not designed for allowing better visibility for spectators. It is imperative that all spectator traffic be kept moving. Crosswalks will be setup by Golf Canada Operations crew when roping the course and will be identified by "crosswalk poles", which are approximately 12' in height and marked with an "X" so that spectators can clearly see them above the crowd.
- Marshals should monitor crosswalks so that the crosswalk area is clear as players behind prepare to make their shots.
- Crosswalk areas should have "drop ropes" and should be closed when traffic is prohibited. This also applies if you leave your station to assist in a landing area.
- Co-ordinate crossover movement with marshals on the other side. Develop signals to advise when the crosswalk should be closed; this should also be the case with the Tee Marshals in some cases.
- Crosswalks should be open as much as possible without interfering with the movement of play. If crowds become "bottled up" they will eventually break through the ropes and disregard your instructions.
- When crosswalks get heavy traffic, keep pedestrian traffic between the openings - DO NOT allow them to go over or under the ropes. It is advisable to have rope guides, which you can hold onto and move into the fairway to guide the flow.
- Always keep the crowds informed of when you intend to open the crosswalk; they can help you control others

### **Guidelines - Greens Marshals**

- It is of utmost importance to have spectators remain quiet and as motionless as possible around the greens. Announce before the players arrive what you want the spectators to do (i.e. remain until all players have putted out)
- In addition to the gallery, marshals are also required where there are bleachers and corporate tents (such as skyboxes, which are typically located in very close proximity to a green).
- Arrange for the gallery rows to be seated, if possible, to increase spectator visibility
- Follow format for Landing Area Marshals if a ball misses the green and goes beyond the ropes
- Ensure that only players and caddies walk on the putting surface
- Hold up arms and/or cap well before the player addresses his ball

- Always re-check the roping each morning before the start of play. Should there be any issues with the roping, have your hole captain with a radio contact Golf Canada Operations team (Workshop) for assistance
- You may have to help clear an exit path from the green when there are large crowds
- Remember vocalizing is the best method of controlling large galleries.

### **Guidelines - Rover Marshals**

- Some groups, particularly the last few on Saturday and Sunday, attract large enough crowds that additional Marshals are needed to assist the marshals on each hole in the movement of players from tee to green and with the control of the additional spectators.
- The position of these marshals is equally important inside and outside the rope lines. Inside the ropes, they can assist Tee, Fairway and Green Marshals in their duties. Outside the ropes, they can control the gallery noise that would otherwise go undetected from inside the ropes.
- Rover Marshals should help Hole Marshals see that galleries do not break rope lines behind the final group of each day. Spectators must remain behind the rope lines until the final group has completed play on the particular hole.

### **Instructing Marshals**

The Hole Captains should be given the responsibility of briefing their own members. In addition, all marshals should be instructed in the proper procedure for guiding and protecting the gallery in the event of lightning. The National Bureau of Standards, in its "Code for Protection against Lightning", has suggested the following:

- If remaining outdoors is unavoidable, keep away from:
  - Small sheds or shelters if in an exposed location
  - Isolated trees
  - Wire fences
  - Hilltops and wide open spaces

## HOURS OF OPERATIONS

### Tournament Week

- Monday - Sunday 7:00 A.M. – 7:00 P.M.
- Please note that these times will vary depending on tee times, split tees etc.
- You must be at your designated hole by 7:00am (or the beginning of your shift). Please try to arrive 15 minutes prior to your shift

## EVENT CHECKLIST – MARSHAL CHAIR

### Pre-Tournament

- Work with Golf Canada staff to recruit Adopt-A-Hole clubs.
- Appoint Area Captains to oversee geographically grouped holes. They will co-ordinate with the Hole Captains with regard to additional roping and any problem spots.
- Appoint Rover Captain to organize the Rover Marshal groupings.
- Appoint Headquarters Captain to oversee tent operations.
- Appoint 18 individuals to serve as Hole Captains (if not from Adopt-A-Hole clubs)
- Recruit Stationary Marshals as follows:
  - par 3 holes - approx. 5-7 Marshals per shift
  - par 4 holes - approx. 8-10 Marshals per shift
  - par 5 holes - approx. 10-12 Marshals per shift
  - Additional marshals will be required where there are bleachers, skyboxes, concessions, corporate tents and other areas where there may be play-interfering noise.
- Arrange a meeting with the Area Captains and Golf Canada staff to outline all responsibilities and answer questions
- Meetings with Golf Canada are held every few months regarding recruitment updates, equipment needs, scheduling issues, review of course layout and crosswalk requirements, playoff procedures, review of Marshal Guidelines etc.
- During the tournament the marshals work very closely with the Security Committee regarding use of cameras (including phones) by spectators and possible removal of boisterous or unruly spectators; meet the Security Chairs prior to the event.
- It is a good idea to have a copy of all the accreditation being used in order to know exactly who may be permitted inside the ropes. This can be obtained from Golf Canada.
- All Marshals should work at least 4 shifts during the week. Actual numbers on each hole will be determined in consultation with Golf Canada.
- Arrange for an on-course inspection with Golf Canada, Vice-Chairs, and all Captains to discuss potential problems.
- Assist Golf Canada with the orientation meeting for the distribution of clothing, credentials, and the marshals' guidelines which takes place approximately two weeks before the tournament.
- Arrange for briefing sessions with volunteers on their own holes. At this time, hand out "Duties of Gallery Marshals" instruction sheets (see attached) and a hole layout (site map), showing crosswalks and indicating possible crowd flow areas.

**Tournament Week**

- Arrange for limited coverage on all holes on Monday and Tuesday for the Monday Pro-Am day and the practice round day. Full coverage on all holes from Wednesday to Sunday.
- Have all marshals report to the Marshal headquarters before going to their assigned locations using a check-in system.
- Assess Roving Marshal requirements and detail roving groups to the "big name" pairings from Wednesday to Sunday.
- Remind Stationary Marshals that when situations dictate they may be requested to reinforce later holes. This is especially important at the 18th hole on Sunday afternoon.
- Discussions are held daily with Vice-Chairs and all captains with regard to total operation.

**EQUIPMENT CHECKLIST**

- Tables & skirting
- Office supplies (pens, note pads, tape, etc.)
- 24 Radios (18 - hole captains, 3 - Chair and Vice Chair, 3 - Area Captain)
- Hammers for hole captains to fix roping
- Chairs
- Signage
- Garbage bags and bins
- Irrigation flags for marking balls in rough in landing areas
- Orange marshal flags



# PGA TOUR

## DUTIES OF GALLERY MARSHALS

No group can do more to help produce a successful tournament than the gallery marshals. In their keeping are these three main objectives;

1. For the players – to help assure fair play, and maintenance of the time schedule by keeping play moving.
2. For the spectators – to promote physical safety and enjoyment of play. Human life is in our hands.
3. Locate and protect bad shots.

The physical safety factor is so important that players should not be allowed to retake a stroke until everybody is positively out of range and well back at the sides of holes.

The fair play factor is so important that every reasonable effort should be made to prevent outside agencies from interfering with a ball's lie or movement; it is particularly important that any partisan spectator be denied opportunity to deflect a ball in motion.

This is a big order. It can be carried out if each marshal actively does his duty. But if he regards his assignment as a license to watch play from a privileged position as a spectator, he will fail, and so will the tournament.

So, to you as a volunteer rendering special service, we give you our special thanks.

### Working with the Gallery

Most spectators are golfers who realize the importance of good conduct. They will respect your directions. Usually, if you ask them to help, they will readily do so.

But there are other spectators who are out to get their money's worth regardless of the rights of all others. They may call you "officials" or otherwise berate you.

With all the classes of spectators, please try your utmost to do the following;

1. Be courteous until it hurts. Do not try to eject or threaten a spectator. Strive to keep your temper, not lose it. If a person is causing trouble which you cannot handle, call a civil officer or a PGA

TOUR official. This is important, both practically and legally.

2. Give commands firmly, loudly, politely. Use the following terms;

"*STAND PLEASE*" – to stop moving spectators while a player is about

to play. At the time, hold your arms above your head.

"*QUIET PLEASE!*" – to stop talking or other noise.

"*FORE! – ON THE RIGHT!*" or *FORE! – ON THE LEFT!*" – to warn that a shot is headed outside the gallery ropes.

"*OFF THE FAIRWAY, PLEASE!*" – to spectators in crosswalks and to press and photographers who stray too far from gallery ropes.

"*WALK AROUND THE GREEN (or BUNKER), PLEASE!*" – to those who may try to walk on the green or through bunkers.

"*DON'T RUN, PLEASE WALK!*" – when spectators start to run. A running gallery is out of control and serious injury can result. Try to stop any running.

3. BUT – never give directions when a player is in the act of making a stroke.

If you see something wrong, your first impulse will be to yell at someone. But check that impulse – players will probably be playing in your neighbourhood all the time. Generally, it is better to go to the source of the trouble and try to correct it.

The best way to work with spectators is to make friends with them. Try to anticipate the gallery's actions. Talk to the first individuals who arrive in your zone, explain to them what you want to do, why it is necessary and ask for their help.

Finally, spectators resent persons who stand and block their way; so make it a practice to sit or kneel whenever possible. Additionally, if conditions are right, also require news media representatives and photographers who are inside the ropes to also sit or kneel.

## Relations with Players

Players concentrate so keenly they generally prefer not to talk to unknown persons while working. Additionally, be as inconspicuous as reasonable during play. Your best position is close to the gallery ropes. You should take a prominent position only when necessary to give directions or in performing other duties. You should avoid standing directly behind a player when he prepares to hit, and you should remain absolutely still when he hits.

In any case, do not volunteer Rulings or advice to players. Rulings may be given only by PGA TOUR officials. Also, do not ask players for autographs while on duty.

## Alcoholic Beverages

You are requested not to drink alcoholic beverages before and during your duty periods. Otherwise, it may be harder than usual to handle a difficult situation. Further, you could embarrass your tournament organizations.

## Locating and Protecting Bad Shots

You render very important service in locating shots hit to the rough or other problem areas. This requires alertness in watching all shots coming in your directions.

Do not allow anyone to touch the ball. If the shot stops outside the gallery ropes, get to it as quickly as possible. Protect the ball- stand over it. As soon as you can with the help of other marshals, clear spectators out of the way. Try to keep them at least five yards from the ball at all points, so as not to bother players and to provide opportunity for a maximum number of spectators to see. They should be off the line of play at an ever-widening angle. This is the kind of situation where you can contribute greatly to fair play for the player and safety for the spectator.

## Persons Inside Gallery Lines

Only the following persons are allowed inside the gallery ropes:

1. Players when playing and their caddies
2. Authorized scorers.
3. Standard –bearers in scoring services.
4. Press and still photographers wearing “PRESS” “TV” or “PHOTO” stickers. A press badge alone does not admit the wearer inside the ropes. All such press and photographers who are entitled to go inside gallery lines must stay close to the lines, and not more than an arm’s length away. They must NOT walk in the fairway. Marshals are requested to be especially alert to control these representatives of news media. Those without proper credentials must be escorted

outside the ropes.

5. PGA TOUR officials
6. Marshals on active duty on the hole concerned.
7. Golf course maintenance workmen, if authorized by PGA TOUR officials.
8. PGA TOUR security.

## Photography, Signs, Banners and Cell Phones

Picture-taking can ruin shots and tournaments. Please be alert to deal with unauthorized photography. The rules are as follows:

1. **Spectators:** Practice and Pro-Am days: Spectators may use cameras.

Tournament days: Spectators MUST NOT have cameras or cell phones on the course. Stop any spectator who tries to use a camera, and call for a supervisory Marshal to have the camera checked by the tournament committee.

2. **News Media Photographers:** Those authorized to be inside gallery ropes must have stickers labeled “TV”, “PHOTO” or “PRESS” Photographic assistants without these stickers must not enter gallery ropes.

Experienced news photographers usually cause no difficulty; sometimes those who cover golf only occasionally are not familiar with the etiquette of the game.

One of your most important duties is to assure that photographers observe the photography regulations at the end of this message. If any difficulty arises, call a PGA TOUR official.

3. **Signs and Banners:** Spectators must be stopped from carrying signs and banners

## Teeing Grounds

Marshals assigned to teeing grounds should help to clear a walkway for players coming from the previous putting green.

Manage the drop rope at the gate to the teeing ground; it should be kept up at all times except when players and caddies are entering.

Spectators must stay behind the ropes and off the teeing ground at all times.

Some news media representatives may enter through the gate, but only if they do not delay play and provided they immediately get out of the way.

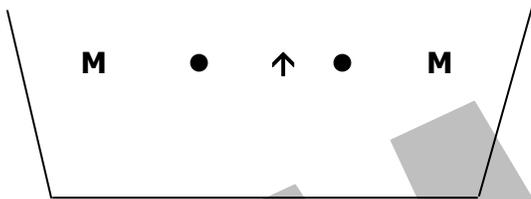
As players leave the previous putting green, check whether spectators are still using the crosswalk in the fairway of the hole to which you are assigned. If they are, go to the front of the tee and signal the marshals at the crosswalk to have crosswalk

cleared promptly. This will require alertness on your part and prearranged coordination with marshals at the crosswalk.

By the time the players reach your tee, the fairway ahead should be clear so that play may proceed promptly- unless, of course, others players are waiting in the fairway to play.

If there is any background noise or movement before a player has teed his ball, you should hold your arms above your head and command "QUIET, PLEASE! STAND, PLEASE!" Do not make any statement or movement after a player has teed his ball. Do not stand directly behind a player or where he can see you.

By this time the marshals at the tee should be even with the tee markers, close to the ropes, like this ("M" means marshal):



### Outside Ropes

Effective crowd control is often best done outside the ropes. Particular attention should be given to the pairings that precede and follow "feature" groups so that the gallery is not hurrying into position to watch their favourite player while possibly disturbing another.

### Crosswalks

Crosswalks are solely for spectators to cross playing areas after players have passed and gate ropes have been opened temporarily. Spectators must never stand in a crosswalk to watch play, even after the last group has passed or during a play-off.

Marshals should manage crosswalks so that all spectators are stopped from crossing and gate ropes are closed before the next players reach the teeing ground. Keep the rope in your hands- pull it across the gate opening to stop spectators- and open it when they may cross over.

Try to watch each ball from the time it is struck until it stops. If it is hit beyond the gallery ropes, tie the crosswalk rope closed and go to the ball to protect it. Clear the line of play, as noted above, keeping spectators as far back as possible from the player and his line.

### Second Shot Areas

Try to watch all shots headed for your area. If a ball is hit beyond the gallery ropes, go to it to protect it. Clear the line of play as noted above.

Keep the gallery quiet and motionless before a player plays; however, once he has started to play, be quiet and still.

### Putting Greens

It is particularly important for spectators to be quiet and motionless during play around and on the green.

Have the first two gallery rows around the green sit or kneel if conditions permit.

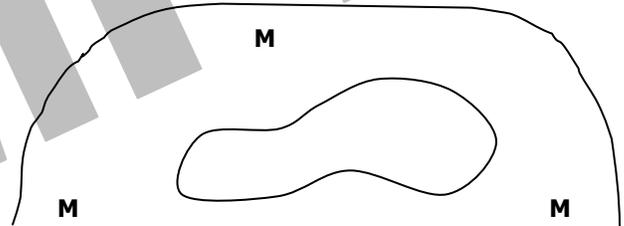
Be alert for bad shots, and call out: "FORE – ON THE LEFT! (or RIGHT)" Then go to the ball, protect it, and clear a large area to enable the player to play.

Only players and caddies are allowed on the putting green.

After all players have reached the green, and after any applause, hold your arms above your head and say: "QUIET, PLEASE! PLEASE BE STILL WHILE THE PLAYERS ARE PUTTING!" Do not raise or lower arms or paddles, while a player or where he can see you.

When players have finished the hole, open the exit gate rope for them to leave, and keep spectators from entering the walkway.

Marshals should take positions somewhat as follows to prevent spectator movement:



**9<sup>th</sup> & 18<sup>th</sup> green area:** The area where scorecards are returned must be kept free of unauthorized persons; this includes tournament officials and "celebrities" as well as news media representatives and photographers. Players must have full opportunity to check and return scorecards without interruption or distraction of any sort; the game is not over until the player has signed and returned his card.

A disorderly, cluttered finishing green area is highly unprofessional. The tournament deserves the most orderly, well controlled finishing green which you can provide.

## Gallery Following Last Grouping

Special problems arise in marshalling a gallery following the last grouping on any day, particularly the last day, or a play-off. The gallery will tend to break through rope, lines and stand in the fairway behind the players.

When this happens, control begins to break down at other points. With large galleries, many spectators are denied opportunity to see well.

This must and can be prevented. The basic principles are:

1. Inform spectators that gallery lines must be kept intact at all times.
2. Man the lines securely with marshals and uniformed police officers as far back as 150 yards from positions where the players are to play, as well as near approaches to putting greens. The gallery will become discouraged about breaking through the lines and will tend to walk peaceably outside the lines toward the greens.

These aims can be implemented by forming several strong special moving crews of marshals and uniformed officers, each under the command of a particularly strong and diplomatic captain. Four crews work on both sides of the hole, two short of the second shot area and two short of the putting green; and they leap-frog one another.

Before play reaches an approach shot area or green, the captains of the special crews walk up and down the gallery lines explaining the procedures to the spectators. They simply prepare the way. When play passes, the special crews stay in position long enough to discourage spectators from breaking through.

This system has worked in particularly difficult situations. It can work in any situation if properly planned.

Double-rope or triple-rope most of the 18<sup>th</sup> fairway and all of the putting green to discourage breakthroughs