

2022 CP Women's Open

Marshals Committee

Final Report of the Committee Chair

Marshals Structure

Leadership

- 1 Chair
- 3 Vice-Chairs
- 5 Area Captains (started with 8 but lost some due to health issues)
- 18 Hole Captains
- 18 Assistant Hole Captains

Volunteers

- Actual : 540
- Attrition : estimated to have been 10% - 15% (50 - 75 volunteers)
 - Most were health issues and occurred prior to the event with some being the week before and even some during the event
- Adopt-A-Hole:
 - 9 Holes

Challenges

- Staffing the right type of person to be hole captains. We don't know the majority of volunteers so we relied on pro shops (for adopt-a-hole) to suggest hole captains and asked our area captains if they knew of volunteers that would be suitable for the non adopt-a-holes. Skills needed include strong organizational skills, strong communicator, ability to coach volunteers (what to do when on the course), and have the time available prior to the event to schedule the volunteers on their holes
- Learning/training the role of marshals. The documentation provided by Golf Canada is very good but knowing specifically what do when on the course can be intimidating for volunteers whom haven't had experience as a marshal before. Examples: when to hold up arms/quiet signs, knowing that marshals should face the spectators and not the players, knowing how much area is required when balls land outside the ropes and spectators need to be moved, should marshals look for balls, should marshals signal if they think balls went out of bounds, etc.
- Rovers. Need to have someone assigned during each shift to manage the use of the rovers so they know where they are needed. If there isn't a specific need for them, have a plan to use them either on busier holes or in congested areas of the course where players may need crowd control to help them move around (eg. from driving range/putting green to first tee)

Tips for Scheduling

- Have a vice-chair or area captain that is strong with computers and very organized lead the scheduling.
 - Confirm shifts needed per day per hole (some holes require extra marshals to signal fairways clear, manage cross walks, bleachers, etc)
 - Confirm starting times for each shift for each hole - depends on split tees, practice rounds, etc when holes need to be staffed
 - Golf Canada was excellent at helping us with questions in this area
- Once the shift requirements and starting times are confirmed, have Golf Canada update the scheduling system and then provide very clear instructions to the area captains on how to assign the actual shifts in the system
- Using Managed Bundles was a little confusing at first
- Have the area captains work directly with two or three hole captains to have the shifts completed
- We obtained access to the scheduling system for our area captains and Hole Captains so they could input the shifts as it would be a lot of work for one or two people to do this.
- After the shifts were scheduled, we printed the shifts just before the event started and left them at the marshals registration desk so we could track who showed up. For no-shows, we used the rovers to cover
- Be sure to create a schedule (we did this in excel) for the area captains and vice-chairs as you want coverage at all times during the event
- Further details of the scheduling methodology are below

CPWO Scheduling Methodology

1. Create a “requirements” spreadsheet. This is a hole by hole analysis of how many volunteers are required on each hole along with where they are needed. Holes will be broken down into Tee, Landing Area(s), Green, Crosswalks, Skyboxes, Bleachers
2. From this a total volunteers per hole will be achieved. Multiply this number by the number of shifts per week. The number of shifts will be based on how many events (Pro-Ams, Qualifying rounds, Championship rounds etc), plus allowing for practice rounds.
3. A “Total Number of Shifts” per week will be obtained. After dividing by 4 (since each volunteer will need to put in roughly “Six 4 hour shifts”) the result will be the number of volunteers required.
4. Be sure to include extra shifts for Rovers, Hole Captains, Registration desk, and Area Captains (best done as separate line items at the bottom of the sheet).

This forms the basis for your scheduling.

5. It will be best to divide up the course by a level of Area Captains. Each Area Captain will be responsible for two to three holes. Area Captains should be responsible to ensure scheduling into the TrustEvent software. Area Captains or Hole Captains can do the updates in the system.
6. Hole Captains will work to fill up each shift. Once that is complete, under guidance from the Area Captain, it will need to input into the software.
7. Vice Chairs need to oversee the scheduling to ensure that all holes have their required staff in place. It is advisable to “overstaff” the holes as there will be attrition or the need to “move” volunteers to other holes.
8. Having a roster of Rovers will assist as there will be the need to fill in gaps for missing people or large galleries.
9. Keep in mind that as the week goes on, Chairs and Vice Chairs will need to evaluate how their original requirements sheet matches up with the actual situation. The first 3 days should be used as “practice runs” – adjustments will need to be made in terms of volunteers per hole, where they are located, and how the Area Captains are utilized.

Tips for Onsite Work

- Get to know security. The vice-chairs and area captains coordinated with security to help manage crowds for the high profile players
- Getting players from greens to next tees is the trickiest part, we used marshals from the next tee box to help with this. For some transitions, it helps to provide additional roping (drop ropes) between green and tee to allow clear path for players and caddies
- Know who is allowed inside the ropes. Coloured tags (different colour for each day) are used on wrists or on credentials to show someone is allowed inside the ropes. For the high profile players, you'll find there are a lot of people that seem to get this access but you want to be sure others aren't sneaking on the course too
- Use area captains and vice-chairs to walk with high profile groups. They can be ready outside the green to help arrange with other marshals and security to clear a path for the players to walk along and ask spectators to wait. They can help along the fairways if balls go outside the ropes too
- Vice chairs should use carts to bring equipment or rovers to hole captains. There often are requests for hammers, flags, quiet signs needed at certain holes and there isn't always enough equipment
- Vice-chairs and area captains should learn from hole captains and marshals on holes to find out where there may be roping changes required. Normally you learn this during the practice rounds and then work with Golf Canada Operations to have the rope changes made. Also, local members know the course and where there may be roping requirements that LPGA or Golf Canada may not realize
- Take time for vice-chairs to meet the volunteers on the course and say thank you. They like to be recognized, particularly when it is slow, and they may have questions on their roles

Remember to have fun, once the event starts it goes by fast!
