

CPWO 2022 – OTTAWA HUNT AND GOLF CLUB
STANDARD BEARER REPORT
September 12, 2022

Overview:

The manual nature of the Standards themselves, make the SB Committee one of the most challenging to turn around on short notice. Overall, the week went exceptionally well. We had a very strong leadership team and were able to adjust to rain delays, fog, an SB who walked off her shift and a shortage of 1's! We also had strong support from Golf Canada, particularly from Dan, Alex and Kendra.

This report highlights what went well and what Golf Canada may want to consider for future tournaments.

Partnership with Walking Scorers:

Our objective was to build a strong partnership with the WS team so that the SBs and WSs could rely on each other. We introduced them to each other in the Volunteer lounge and had an SB Captain on hole 1 and 10 to ensure that they were on the tee box on time, knew the routine and were aligned with the WS. For each day we created an overall 'schedule' that we shared with both groups. This was very helpful in boosting alignment and communication for both teams. A copy of the format of this is attached as [Scheduling tool for SBs, WS, and Pros.docx - Google Docs](#) Our recommendation is that this continue and that the SB/WS should not leave the Volunteer Center unless they are paired together.

Getting to know the SBs:

We started back in October using the Registration information to select our SBs. We gave priority to those with previous SB experience, Hunt Club Members and those with previous tournament experience. Once our SBs were confirmed we divided up the 70 and assigned about 13 to each of our Captains. The Captains started early to contact their SBs, assess their experience, confirm their information and identify any limiting factors. This worked extremely well and helped us identify early on those that were strong and flexible and those that would need assistance or whose availability was limited. Before tournament week, we developed a list of all our volunteers with their cell number in case that we needed to contact them during the event. We used this if SBs were late to report in, if SBs weren't at the tee box, if we needed to cancel or change the shift or if SBs needed help from us.

Scheduling:

The Trust Event tool was useful to do the scheduling in advance. In communicating with our SBs we knew how many shifts they wanted. We had SBs assigned anywhere from 1 to 5 shifts. There was some adjusting after the initial shift schedule went out to SBs and we had two last minute additions to the SB team – but were able to adjust to most SB's satisfaction. It could be helpful if on the Trust Event print outs we could get the schedule for tee 1 and tee 10 in a linear (list) fashion – rather than in the boxes across the page. This would have helped us build the daily schedules more quickly. It would also be helpful if the system was able to print out an automated list by all SB volunteers and shifts assigned. I

had to do that manually and it was very helpful. I would be happy to look at the tool if someone was interested in making improvements.

Training:

The **Zoom General Orientation** worked well for SBs and most attended. Golf Canada put together a **SB manual** which was very useful and I put together a **Slide Deck** for the training. The **1 hour ZOOM training call** was excellent. We shared the recorded call and Presentation Slide Deck with those SBs that could not attend. The SB Manual is attached as [CPWO Standard Bearer tools - Google Drive](#) and the Presentation Training Slide Deck is [CPWO - training deck.pptx - Google Slides](#). The SB Leadership team attended the Walking Scorer training in order to be able to 'jump in' if required, but the WS training video would have been sufficient as the same information was presented in both. Strategically, we decided that all SBs, no matter what their experience, should have a shift at either the Monday or Wednesday **Pro-Am**. This provided 72 training opportunities and was very useful to getting everyone prepared for the tournament.

Useful On Site before the tournament:

We found that a couple of things were helpful to get ready for the week:

- Check the hard copy signs against the '**player list**' for Thursday; we were able to order new signs from Golf Canada in advance to make sure we were ready; check spelling – players don't like it if it's wrong! Be aware that you may need more signs for those that qualify during the week.
- Check whether the Canadian players have a '**Canadian flag**' on theirs; order more if required
- Make sure all names are in **alphabetical order** – this really helps when you make the signs
- Count and check the **standards**; we found that a lot of them were loose and bolts or screws were missing. We brought in some plyers and Golf Canada supplied some bolts and screws; as well we told the SBs to tighten the nuts as they went around the course; we had 55 Standards, one was broken
- Check the **numbers** – make sure the packages are correct in advance; in each deck there needs to be 2 E's and 2 of all other numbers except 9s. Recommend at least 4 ones (red and black) in each deck. We were short of numbers – recommend having at least 120 completed 'decks'.
- **Other equipment:** We didn't have an issue with the **Standard Holders** or the **Bibs** (we had enough and they were in good condition). Just sent the Bibs out to be washed on Friday night as they were very dirty after the rain. **Tournament banners** – the 1st slat in the Standard is for the Tournament banner i.e. CPWO 2022; we got these for the Wednesday round
- The large '**storage area**' behind the SB desk was very useful. Turns out Walking Scorer tools (tablets) are stored with Scoring Control – so they do not need a lot of back room space. However, the Standards are large and awkward if you make them and stage them properly it takes a fairly big room. Ours worked well.
- **Ponchos** – in the pouring rain on Friday our Scoring Chair purchased some ponchos at the Dollar Store. These were most appreciated by the SBs and WSs and even the Marshalls got a few! Might be good to have some on site. They are cheap and useful. We had about a dozen **umbrellas**, as well, which were very good for the leadership team – but they can't really be used by SBs or WSs.
- We created a **schedule for deployment of our Leadership Team** that worked well. It is attached as [Leadership Team Schedule.docx - Google Docs](#). The schedule created long 15 hours days. Future teams may want to add a couple more captains, or add a few people to 'inside work' that could help

staff the desk in the busy changeover period (when morning SBs come in and afternoon SBs go out).

GPS Trackers:

The GPS trackers worked well and Sulley Syed and his team were on deck in a timely fashion in order to give them out. Definitely a good idea to have that station next to the SB's in the Volunteer Center

Tournament week:

- **Monday** – lots of time to put together standards for Pro AM on Monday afternoon. Needed confirmation of the start times (was 1:00 on the Trust event site, 12:00 on Golf Canada and turned out to be 12:30); also, useful to see in writing what **the 'format'** was for the golf to be able to communicate to the SBs what score to put on the standard. It was a 'shot gun' and not all the holes were used for the players to start – so we had to adjust our schedule. It would have been good to know this in advance. We posted a Captain on 1, 5, 10 and 16 to ensure that SBs were comfortable on their first shift. There were no WSs on Monday so critical that the SB understood the scoring.
- Monday started with a big '**disaster**' when we found out that the schedule that we were given and which we planned to was not the 'final' one. Just when we thought that everything was organized, we realized that the Pros had all been changed and were starting at different tee boxes. We had to get our SBs and their signs to the right hole. Everyone who had a cart ended up pitching in! More attention needs to be paid on the link between what is happening on the golf course and what the schedules are for the SB's.
- Monday was rained out; all standards were stripped. **Monday night** – leadership team attended WS training; good idea for general information
- **Tuesday** – No golf - 2 Captains started early to build the Standards for Wednesday's Pro-Am; They were joined by more Captains at 1:00 p.m. Standards were organized in the order they were going out by start time – AM/PM - and by tee box – 1 or 10
- **Wednesday** – Full day Pro Am; fog delay; we posted Captains on hole 1 and hole 10 both in the morning and the afternoon. The objective was to ensure that the SB's had met their WS's; that they were comfortable with the process and they were there on time. We also asked the Captains to head to 9 and 18 after golfers were dispatched so they could meet the SB's after their first 9 holes and see if they were comfortable and whether they needed a break. We found that this was not necessary in the end and discontinued this practice for the rest of the week. We found it was useful to have 2 SBs lined up at the tee deck at all times. We got better at this as the week progressed. We did run out of numbers on the 'change over' – which created stress and confusion for all. See recommendations.
- **Wednesday night** – was long. Play didn't finish until 8:30 p.m. All standards were stripped and we had to make them up for the Thursday tournament. We found that keeping the names alphabetically was very helpful to get this done. We were on site until 9:30 p.m.
- **Thursday** – The first round went well, except for running out of numbers again! Thursday night was easier as the pairings stayed the same. The Thursday Morning shift shifted to the afternoon for

Friday and the afternoon shift shifted to Friday morning. We found that by sorting the Standards by 'last name' made it easier to pull them together again for the Friday shift and organizing them by start time and tee box.

Just a note on **numbers**, we asked Golf Canada to print more 1s so that we could make more 'decks'. Also, our Scoring Chair who had access to a cart was very helpful using the golf cart to get numbers or signs to the holes where they were needed.

- **Friday** – the SBs went out smoothly. Pouring rain right from the Start. Purchased some **ponchos** for SBs and WSs. They were very appreciated. **Course evacuation** went very well. Once we knew how long the delay would be, the Chair asked Golf Canada to send out **an email** through the Trust Event site that afternoon shifts would be moved by back 1 ½ hours for all SB's and WS's that would be affected. The two-hour rain delay caused a little confusion when we were starting up again as some people had moved off premises and we had to find them again! **Golf ended at about 7:30 p.m.** and we still had 12 groups that would have to start again at 7:00 a.m. on Saturday morning. We kept the Standards in tact and got some baggies so that we could keep the numbers on the standards and keep their number decks and the tracking device together so that it would be as easy as possible to deploy them the next day. We could not make up the new Standards for Saturday as the 'player cut' needed to happen. All Standards that would not be on the course were stripped and names returned to the 'sign box' alphabetically. As well, in order to prepare as much as possible for the next draw, we **estimated the 'cut'** at -1 and took all the names of those that were Even and above out of the 'sign box'. This saved us some time the next day.

A critical part of **planning for Saturday** – was to ensure that all Standard Bearers that didn't finish their **Friday shift** could continue their shift on Saturday a.m. We found out that one couldn't and substituted her. As well, we needed to know of those SBs that were finishing the Friday shift on Saturday morning, whether they could do a 2nd shift starting later in the morning or early afternoon. Again, we found a couple of SBs that needed to be replaced. Our Co-Chair took charge of asking people these questions either in person, at the desk, or by texting them.

Adjustment due to 'rain delay' and move to Saturday threesomes - We got a "heads up" from our Tournament Co-Chair Friday morning that the rounds would likely not be completed on Friday and it would be very likely that we would be moving from **twosomes on Saturday to threesomes**, once the cut was done. This meant that instead of requiring 39 SBs for Saturday, we only required 28. We didn't know the exact number of groups to plan for on Saturday as it depended on where the 'cut' was and on 'ties'. We planned for 87 players and 29 Standard Bearers. So first we let 10 people go from the original schedule (we spoke to them individually), to accommodate threesomes. Then we identified a few people that we could let go on Saturday morning, depending on the final 'cut'. We ended up releasing another 3 as, in the end, we only needed **26 groups**. There was some frustration from one or two SB's that they didn't get on the Saturday schedule.

- **Saturday** – the remaining 12 shifts (from Round 2) went out starting at 7:00 a.m. and were carted to their holes, unless the hole was close to the Volunteer Center. Some had 1 hole to complete – others 6. They were finished their round around 8:30 a.m. This allowed the LPGA to make the final

cut. We received the Round 3 Starting Times at about 9:15 a.m. and had **45 minutes to re-make all the Standards**. We had an incredible efficient team of 4 Captains to turn that around. One person read out the names, another pulled the names and two captains built the Standards, keeping them in 'play' order. That piece was absolutely essential. We were able to get the first groups out at 10:05 and had our Captains back on Holes 1 and 10 to ensure that deployment was successful. An incredible accomplishment!

- **Saturday evening** – All Standards were stripped and re-made for Round 4 play so that our Captains could attend the Volunteer Appreciation Party! We had it down to a science!
- **Sunday** – Deployment was very smooth. We posted the Chair on 1 and Co-Chair on 10. SB's and WS's walked to the tee box together. After the round, all signs were stripped, number kits re-made and SB area returned to the way we received it!

Communication:

- Communication with the Standard Bearers is key; we wanted them to feel engaged and involved; the pairing with their Captain allowed them to build a relationship; as Chair during Tournament week, the Chair sent an **email** out every evening to keep people informed of what was happening. Golf Canada would have a copy of all messages on the system. We had excellent feedback from SBs on our organization and on communication. During tournament week, the Chair was assigned a **phone** linked to the 'operations network'. This proved to be essential to address operational issues.

Recommendations:

- **Print more numbers** - We put out 26 teams on the morning shift, 3 players each, that's 78 number packages; but we found that it took a while for the morning people to come in before we had to send the afternoon teams out, causing a shortage of numbers, causing everyone stress and delaying the ability for players to start. They also rip and break. Numbers should not be a limiting factor! We suggest having at least 120 number packages available.
- **Insist on dispatched pairings** – WS and SBs should be paired up in the Volunteer Center and go out together right from the start.
- **Ensure golf play is aligned to SB schedules on Trust Event site** – A couple of times the schedule that we planned for wasn't the final one – and it had not been changed on the Trust Event site. The first issue was Monday, where pros were moved to different tee boxes. But, we also had that issue when tee times were moved back, or forward, or times added that weren't on the initial schedule. This affects SBs and WSs and required immediate adjustment.
- **Ensure SB Chair is advised if players drop off or are added** – We had a couple of instances where players were added or dropped off; Golf Canada communicated by email – but we were using 'text' and the communications phone to manage incidents and didn't get the changes – so two Standards were wrong and needed to be changed on the course. Any changes to players need to be confirmed with SB Chair; get agreement on how up front.

- **Provide 2 shirts to Captains** – Captains worked a 15 hour day; having 2 shirts assigned to them should be a matter of ‘policy’.
- **Consider more ‘staff’** – there may be an opportunity to reduce the shift time for Captains by adding one or two, or adding staff in the afternoon at the desk during the ‘turn over’ period; this would be an individual decision for future Chairs.
- **Clarify role with the “Inside the Ropes” pass** – at the end of the week, we found there was some confusion regarding the “Inside the Ropes” pass; on the Pass it said *‘The Walking Scorer/Standard Bearer will be your escort around the golf course – please follow their lead’*. However, we had not been informed of this at any point. The role of the SBs regarding this pass needs to be clarified and should be included in the SB Manual and in the Training deck.
- **Consider automated signs** – The cost of automation may be substantial, but the ‘end game’ should be electronic scoreboards that link into the R2IT system. This would radically improve the SB team’s ability to adjust to changes in times, groupings, etc. There are several ‘automated score boards’ on the course that show scores, players and advertising – but most holes have no advertising information. There may be a revenue opportunity if advertising messages were extended to these automated Standards to help the business model.

SB Leadership Team:

Chair: Lynn Palmer

Vice Chair: Lynn Johnston

Captains: Peter Melanson, Richard May, Tom Baltzer, Bill Cooper