

## Assessment guidelines for circuit marshals.

### Introduction

When a marshal has completed sufficient meetings to obtain the necessary attendance signatures on their record card, and have also successfully completed the required training modules, they should ask for an end of upgrade assessment at their next event. It is hoped the organising club will be able to facilitate the assessment, but there may well be occasions when there is not a suitable examining grade available and the marshal may have to ask for their assessment at a later event.

The marshal should ask the chief marshal, or whoever signs on the marshals at the event, to allocate them to an examining Specialist, Post Chief, Speed or Kart marshal.

They will observe the marshal during the day and will ask them a series of questions designed to ensure they fulfil the requirements for their upgrade. This question and answer session may be done at any time during the day and may be split into sessions whenever time allows, but should not exceed 30 minutes in total. Up to two marshals may be undergoing an assessment on any post.

- Only Examining Post Chief/Examining Specialist or Examining Kart marshals may carry out an assessment
- The candidate marshals must have completed the necessary numbers of days' attendance doing the duties for which they are grading.
- Marshals upgrading from Novice to Track Marshal and Track Marshal to Experienced Track Marshal require two assessment days – one for the flagging aspect of their duties and one for incident duties.
- The assessment is to ensure they understand and are, in your opinion, capable of performing their duties in a competent manner. (Competence is generally classified using "KASE" – Knowledge, Attitude, Skills and Experience.)
- The assessment should be an open discussion, a learning event with constructive criticisms given during the day, that will ensure the marshal is ready for their upgrade and will round out the experience they have already gained.

### Assessment procedure

1. The marshal must inform the officials at sign on that they are seeking an upgrade assessment.
2. The club will do its best to allocate the marshal to a post/position where there is an examining official present.
3. No more than two marshals seeking assessment should be allocated to any one post.
4. On arrival at their post the marshal must present their record card to the examining official before commencing their duties.
5. The assessor will look at the attendance section of the record card for any positive or negative comments.
6. The marshal must be allocated to the duty for which they are seeking an upgrade.
7. During the day the assessor will observe the marshal performing their duties and will make sufficient notes to allow for a debrief session at the end of the day.
8. Should the assessor note any adverse behaviours they should inform the marshal as soon as possible during the day so that the marshal can apply any corrective or improved actions.
9. At some point during the day the assessor will conduct an assessment interview with the marshal (max length 30 minutes). This does not need to be a single period; it can be an ongoing process throughout the day. The actual assessment process can be a learning/teaching experience.
10. At the end of the day the assessor will hold a debrief with the marshal and discuss their performance and the results of the assessment.
11. The assessor will record their comments in the marshal's record card and sign accordingly. **An upgrade signature is not automatic.** If the assessor does not consider the marshal is ready for an upgrade they will say so and record the reasons on the record card together with their recommendations for corrective actions.

This document contains the base list of topics that should be discussed with the marshal. It is expected that assessors will supplement these with topics and questions of their own. Indeed all assessors are encouraged to share their questions with others – and these can then be added to this document to improve the process. Other disciplines and grades will be included during 2012.

## **KASE – Knowledge, Attitude, Skills, Experience**

### **Knowledge**

- Knowledge is the base on which competence is built. Knowledge should be proportionate to the grade that is applied for.
- Knowledge must be tested against:-
  - The MSA rules for motorsport (the Blue book)
  - The marshalling guidelines represented by the BMMC “how to marshal” booklet and the MSA Training Trust Marshals training notes booklet
- The marshal must have a working knowledge of the rules and practices affecting their area and duties. They should also have an overall knowledge of the rules and practices in their motorsport discipline in case they are asked to perform another duties or are working at a venue or club new to them
- It is expected that a marshal graded for a specific duty will be able to carry out that duty at any venue in the UK and for any club, therefore the marshal’s knowledge should cover more than just one venue and one club’s way of operating
- A set of topics for each grade is included in the appendices of this document. Assessors should use these as a base for discussion with the marshal, but should also supplement the topics with questions of their own. Assessors should use a selection of questions in the assessment session, but should not overload the marshal with too many questions.

### **Attitude**

- The assessment of attitude is very subjective. We must realise that not everyone will exhibit the same attitude, that they will exhibit the same attitudes in different ways and that there will, inevitably, be occasions where there are clashes of personality between the assessor and candidate – these must not be allowed to cloud the assessor’s judgement.
- In all marshals we are looking for the following:
  - A positive approach to their role
  - An open mind and willingness to accept others’ ideas
  - A team working attitude
  - Recognition of the hierarchy of roles, with commensurate willingness to work within this hierarchy.
  - A supportive approach to their fellow marshals.
  - A helpful, considerate and respectful approach to competitors, spectators and other officials (an ‘officious’ attitude is an absolute no-no!)

### **Skill**

- Skill is the practical application and demonstration of the knowledge. For example someone may have the knowledge of the flagging rules, but do they have the skill to actually put them into effective use?
- Skill may be hard to assess for certain disciplines, since it is entirely probable that there will be no opportunity for the marshal to directly demonstrate, for example, their fire fighting or incident handling skills. However, in all disciplines, by observing the way in which they carry out their allocated duties we should be able to extrapolate their overall skill level. The assessor should check training modules attended.
- For all grades it is essential that the assessor devotes sufficient time to actually observing the marshal in action and ensures they are in a position to make those observations at various times during the day.

### **Experience**

- Experience will have been gained during their days marshalling. They may not, in fact, have ever had to deal with a major incident or fire, indeed many marshals may go for years without putting their competency to the test, however, we cannot wait for that “special” incident to happen – we have to make a judgement call, and that is what the assessment is all about. The whole assessment process stands or falls on the assessor’s ability to determine whether the marshal has learnt from their experience and is still learning.

## Trainee to Track Marshal

The Trainee will need to pass two assessment days - one for flagging and one for incident handling. If seeking the incident handling upgrade and the marshal has a quiet day with no incidents, then a signature should not be given. The marshal needs to demonstrate that:

- they can work safely trackside,
- they are familiar with the basic marshalling requirements,
- they are aware of what is going on around them,
- they know where to seek advice and guidance and appreciate they are still learning.

Note that the level required to be demonstrated is the basic level that keeps them safe whilst being able to act as part of the marshalling team with a minimal amount of supervision.

1. Knowledge
  - a. Post equipment and its uses
    - i. Fire fighting equipment (dry powder, foam, water) and its application to different situations (petrol, methanol, magnesium etc)
  - b. Dressing of oil and other contaminants
  - c. Hierarchy of officials
  - d. Personal equipment
  - e. Handling of debris and other items on track
  - f. Incident handling
    - i. Basic Casualty care (competitors/other officials/spectators)
    - ii. Hand signals
    - iii. Working with other officials (rescue units/recovery)
  - g. Flag signals
    - i. Meaning of On-post flags
    - ii. Start line flags and their reflections on post
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - h. Safety car rules (MSA Blue book)
  - i. Start procedures (sighting laps/warm up laps/ green flag laps etc.)(they may vary race to race)
  - j. Basic telephone communications/radio communications with race control according to the circuit and club
  - k. Reporting facts to the post chief for possible onward report to race control
  - l. Ignition/fire extinguisher in-car switches
  - m. Disabled/non-petrol/ignition and other warning signs carried on cars.
2. Attitude
  - a. To other marshals on the post
    - i. General
    - ii. When asked to perform specific duties
  - b. To spectators
  - c. Overall conduct during the day.
  - d. To constructive criticism
  - e. Actively seeking advice and guidance
  - f. Initiative shown in clearing up incidents and/or between race
3. Skill
  - a. Incident upgrade
    - i. Dressing oil or other substance (may be demonstrated on small piece of tarmac if no appropriate incident during the day)
    - ii. Track inspection and clearing between races
    - iii. Incident handling (if the chance arises)
  - b. Flagging upgrade
    - i. Practical use of flags. (All flags used on post – preferably in a live environment but as a demonstration if not.)
      1. Display of flags (i.e. presentation of waved & stationary)
      2. Display of hazard or SC boards
      3. give the appropriate signals (e.g. not blue flagging the leader)

## Track Marshal to Experienced track marshal

The marshal will need to pass two assessment days - one for flagging and one for incident handling. If seeking the incident handling upgrade and the marshal has a quiet day with no incidents, then a signature should not be given. In many respects the experienced track marshal needs to exhibit the same KASE as a track marshal, but at a higher level. Thus the assessor should review the same knowledge base and review the same skill sets, but expect a more pro-active performance, with more consummate answers and demonstrations.

The level required to be demonstrated is the that which that enables the marshal to act as a member of the marshalling team, contributing to the handling of incidents and able to act as a flag marshal if needed. They should require minimal supervision by the post chief or I/O and, if necessary, use their own knowledge and experience to take charge of a team of marshals when handling an incident if an I/O is not present.

1. Knowledge
  - a. Post equipment and its uses
    - i. Fire fighting equipment (dry powder, foam, water) and its application to different situations (petrol, methanol, magnesium etc)
  - b. Dressing of oil and other contaminants
  - c. Hierarchy of officials
  - d. Personal equipment
  - e. Handling of debris and other items on track
  - f. Incident handling
    - i. Basic Casualty care (competitors/other officials/spectators)
    - ii. Hand signals
  - g. Flag signals
    - i. Meaning of On-post flags
    - ii. Start line flags and their reflections on post
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - h. Safety car rules (MSA Blue book)
  - i. Telephone communications/radio communications with race control according to the circuit and club
  - j. Reporting facts to the post chief for possible onward report to race control
  - k. Ignition/fire extinguisher in-car switches
  - l. Disabled/non-petrol/ignition and other warning signs carried on cars.
2. Attitude
  - a. To other marshals on the post
    - i. General
    - ii. When asked to perform specific duties
  - b. To spectators
  - c. Overall conduct during the day.
  - d. To constructive criticism
  - e. Actively seeking advice and guidance
  - f. Initiative shown in clearing up incidents and/or between race
3. Skill
  - a. Incident upgrade
    - i. Dressing oil or other substance (may be demonstrated on small piece of tarmac if no appropriate incident during the day)
    - ii. Track inspection and clearing between races
    - iii. Incident handling (if the chance arises)
  - b. Flagging upgrade
    - i. Practical use of flags. (All flags used on post – preferably in a live environment but as a demonstration if not.)
      1. Display of flags (i.e. presentation of waved & stationary)
      2. Display of hazard or SC boards
      3. Give the appropriate signals (e.g. not blue flagging the leader)

## Experienced Track to Flag

This is an optional grade available to experienced track marshals who wish to demonstrate their specialist skills in on-course flag marshalling. Because this is a high level specialism the assessor will be looking for a faultless display of communication between the marshal and the competitors.

1. Knowledge
  - a. Hierarchy of officials
  - b. Personal equipment
  - c. Handling of debris and other items on track
  - d. Hand signals
  - e. Flag signals
    - i. Meaning of On-post flags
    - ii. Start line flags and their reflections on post
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - f. Safety car rules (MSA Blue book)
  - g. Telephone communications/radio communications with race control according to the circuit and club
  - h. Reporting facts to the post chief for possible onward report to race control
  - i. Report writing
2. Attitude
  - a. To other marshals on the post
    - i. General
    - ii. When asked to perform specific duties
  - b. To spectators
  - c. Overall conduct during the day.
  - d. To constructive criticism
  - e. Actively seeking advice and guidance
  - f. Initiative shown in use of flags
3. Skill
  - a. Practical use of flags. (All flags used on post – preferably in a live environment but as a demonstration if not )
    - i. Display of flags (i.e. presentation of waved & stationary)
    - ii. Display of hazard or SC boards
    - iii. Give the appropriate signals (e.g. not blue flagging the leader)
    - iv. Correctly follow the safety car procedure
  - b. Ability to read a race to identify front and back runners
  - c. Use of yellow v striped flag for notification of debris
  - d. Ability to pass on their skill to other marshals (should be able to act as mentor to a trainee or track marshal)

## Experienced Track Marshal to Incident Officer

This is an optional grade. Not all circuits use Incident Officers (I/Os) and those that do often invite experienced track marshals to become an I/O. The I/O is, in effect, the deputy Post Chief, taking control of the handling of all incidents in their sector. They must therefore be able to manage and lead the team of track and experienced track marshals and interact with recovery, rescue, snatch and medical personnel. They may also be in separate radio contact with race control and must understand what is expected of their communications.

In many respects the I/O needs to exhibit the same KASE as an experienced track marshal, but at a higher level. Thus the assessor should review the same knowledge base and review the same skill sets as well as the specific I/O requirements, but expect a more pro-active performance, with more consummate answers and demonstrations.

1. Knowledge
  - a. Post equipment and its uses
    - i. Fire fighting equipment (dry powder, foam, water) and its application to different situations (petrol, methanol, magnesium etc)
  - b. Dressing of oil and other contaminants
  - c. Hierarchy of officials
  - d. Personal equipment
  - e. Handling of debris and other items on track
  - f. Incident handling
    - i. Basic Casualty care (competitors/other officials/spectators)
    - ii. Hand signals
    - iii. Interactions with rescue, recovery and snatch crews
  - g. Flag signals
    - i. Meaning of On-post flags
    - ii. Start line flags and their reflections on post
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - h. Safety car rules (MSA Blue book)
  - i. Telephone communications/radio communications with race control according to the circuit and club (especially the requirements for updating of incident status via radio)
  - j. Reporting facts to the post chief for possible onward report to race control
  - k. Ignition/fire extinguisher in-car switches
  - l. Disabled/non-petrol/ignition and other warning signs carried on cars.
  - m. Team leadership skills
2. Attitude
  - a. To other marshals on the post
    - i. General
    - ii. When asked to perform specific duties
    - iii. To their team members
  - b. To spectators
  - c. Overall conduct during the day.
  - d. To constructive criticism
  - e. Actively seeking advice and guidance
  - f. Providing guidance to track and experienced track marshals
  - g. Initiative shown in clearing up incidents and/or between race
  - h. Support to the Post Chief
3. Skill
  - a. Dressing oil or other substance (may be demonstrated on small piece of tarmac if no appropriate incident during the day)
  - b. Track inspection and clearing between races
  - c. Incident handling
    - i. Leading the team
    - ii. Giving instructions to team members
    - iii. Interactions with other post marshals plus recovery, rescue and snatch crews
    - iv. Casualty handling prior to the arrival of rescue/medical specialists
  - d. On-post briefing and team talk (in conjunction with the post chief).
  - e. Allocation of incident marshal positions and duties (with agreement from the post chief).
  - f. Briefing sessions in between races.
  - g. Leading by example throughout the day
  - h. Coaching and mentoring of track and experienced track marshals

## **Experienced Track Marshal to Post Chief.**

As the representative of the Clerk of the Course the Post Chief plays a vital role in the management of any motorsport meeting. They must act as team leader, coach and mentor as well as monitoring and reporting to Clerk of the Course. Their attitude to the role is paramount. When performing an assessment it is important they demonstrate these leadership skills.

1. Knowledge  
The post chief must be able to demonstrate an in-depth knowledge of all aspects of the rules and procedures of their branch of the sport
  - a. Reporting procedures and presentation of information
  - b. Post briefings
  - c. Incident handling
  - d. Team management
  - e. Flags and signalling (including Safety Car procedure)
  - f. Reporting requirements
  - g. Responsibilities in enquiries and other judicial procedures
2. Attitude
  - a. Team leader and mentor to all in his sector
  - b. Representative of the Clerk of the Course in that sector (Authority without being over officious)
  - c. Directive without being officious
  - d. Supportive developer and constructive critic of his team
  - e. To rescue, medical and other support units in their sector
3. Skill
  - a. On-post briefing and team talk
  - b. Allocation of positions and duties
  - c. Supervision of the team
  - d. Observation and interpretation of on-track activities
  - e. Briefing sessions in between races
  - f. Supervision of all marshalling activities in their sector
  - g. Interactions with spectators and others
  - h. Reporting of incidents/observations
  - i. Report writing content and format
  - j. Post race debriefs to crew

## SPECIALISTS

Although only one grading path is used by the MSA, there are numerous specialist disciplines. Marshals will often perform more than one specialist duty and it is important that the assessment covers all the specialisms the marshal will be performing. Subjects may, therefore, be selected from more than one of the following areas. Pit and Startline specialists are, at some circuits combined into one duty – at others they are two separate duties.

### Trainee to Pit Specialist

It is vitally important all Pit Marshals have at the very forefront of their minds their personal safety, the safety of their fellow marshals and officials, and the safety of everyone else, and in that order!

1. Knowledge
  - a) Dressing of oil and other contaminants
  - b) Hierarchy of officials
  - c) Personal equipment
  - d) Fire fighting equipment (dry powder, foam, water, CO<sub>2</sub>) and its application to different situations (petrol, methanol, magnesium etc)
  - e) Pit lane rules (personnel/children/team members/pit wall etc)
  - f) Warning buzzers and other signals (whistles/flags etc)
  - g) Parc Ferme rules
  - h) Judge of fact responsibilities
  - i) Drive through and stop/go penalties - their operation and information to teams and drivers
  - j) Exit light (and/or flag) procedures, including race starts
  - k) Pit stop procedures/driver changes/special long distance or other race rules
  - l) Weighbridge procedures
  - m) Handling of items in the pit lane (especially those dropped from vehicles)
  - n) Incident handling in the pit lane
    - i. Casualty care (competitors/other officials/spectators)
    - ii. Hand signals
    - iii. Working with other officials (rescue units/recovery)
  - o) Flag signals
    - i. Circuit flags
    - ii. Start line flags
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - p) Safety car rules and their impact in the pit lane (MSA Blue Book)
  - q) Start procedures (sighting laps/warm up laps/ green flag laps etc.)
  - r) Telephone communications/radio communications with race control
  - s) Reporting facts to the chief pit marshal for possible onward report to race control
  - t) Ignition/fire extinguisher and other in-car switches
  - u) Disabled/non-petrol/ignition and other warning signs carried on cars.
  - v) MSA regulations re pits and surrounding areas
  - w) Scrutineering tickets and requirements
  - x) Helmets/belts/overalls etc – safety requirements
  - y) Reporting requirements
  - z) Passes and security requirements
  - aa) Red flag procedures
2. Attitude
  - a) To other marshals in the pits
    - i. General
    - ii. When asked to perform specific duties
  - b) To spectators, competitors and others in the pit lane
  - c) Overall conduct during the day.
  - d) To constructive criticism
  - e) Actively seeking advice and guidance
  - f) Initiative shown in clearing up incidents during racing and/or between race
3. Skills
  - a) Dressing oil or other substance (may be demonstrated on small piece of tarmac if no appropriate incident during the day)
  - b) Pit report writing



- c) Interactions with competitors, public and others

## **Trainee to Startline Specialist**

1. Knowledge
  - d) Fire fighting equipment (dry powder, foam, water, CO<sub>2</sub>) and its application to different situations (petrol, methanol, magnesium etc)
  - e) Start area rules (personnel/children/team members/pit wall etc)
  - f) Warning buzzers and other signals (whistles/flags etc)
  - g) Parc Ferme rules/race stop procedures etc.
    - a. Judge of fact responsibilities
    - b. Dressing of oil and other contaminants
    - c. Hierarchy of officials
    - d. Personal equipment
    - e. Incident handling on the start line
      - i. Casualty care (competitors/other officials/spectators)
      - ii. Hand signals
      - iii. Working with other officials (rescue units/recovery)
  - f. Flag signals
    - i. Circuit flags
    - ii. Start line flags, including use of yellows
    - iii. Supplementary signals (Hazard boards, Safety car boards etc.)
  - g. Safety car rules (MSA Blue Book) and their effect on the startline
  - h. Grid sheets, corresponding rules, and their use
  - i. Types of grid/positioning of cars
  - j. Start procedures
    - i. Sighting laps/warm up laps/green flag laps
    - ii. Gridding up and minute boards
    - iii. Delayed start procedures
    - iv. Grid clearance and pre-race rules
    - v. Restarts after race stoppages
  - k. Telephone communications/radio communications with race control
  - l. Reporting facts to the chief start marshal for possible onward report to race control
  - m. Ignition/fire extinguisher and other in-car switches
  - n. Disabled/non-petrol/ignition and other warning signs carried on cars.
  - o. MSA regulations re startline and surrounding areas
  - p. Scrutineering tickets and requirements
  - q. Helmets/belts/overalls etc – safety requirements
  - r. Reporting requirements
  - s. Passes and security requirements
  - t. Red flag procedures
  - u. Safety car procedures
2. Attitude
  - a. General
  - b. When asked to perform specific duties
  - c. To spectators, competitors and others in the start area
  - d. Overall conduct during the day.
  - e. To constructive criticism
  - f. Actively seeking advice and guidance
  - g. Initiative shown in clearing up incidents during start procedures and/or between races
3. Skills
  - a. Gridding up of cars
  - b. Interpersonal skills with competitors and others
  - c. Use of green flag at back of grid
  - d. Front of grid marshalling and flag
  - e. Incident handling & use of yellow flags on the start grid (if the chance arises)

## **Trainee to Paddock /Assembly Area Specialist**

1. Knowledge
  - a) Fire fighting equipment (dry powder, foam, water, CO<sub>2</sub>) and its application to different situations (petrol, methanol, magnesium etc)
  - b) Paddock and assembly area rules (personnel/children/team members etc)
  - c) Warning buzzers and other signals (whistles/flags etc)
  - d) Dressing of oil and other contaminants
  - e) Hierarchy of officials
  - f) Personal equipment
  - g) Incident handling in the paddock/assembly area
    - i. Casualty care (competitors/other officials/spectators)
    - ii. Hand signals
    - iii. Working with other officials (rescue units/recovery)
    - iv. signals (Hazard boards, Safety car boards etc.)
  - h) Grid sheets, corresponding rules, and their use
  - i) Types of grid/positioning of cars
  - j) Start procedures
  - k) Sighting laps/warm up laps/green flag laps
  - l) Gridding up and minute boards
  - m) Delayed start procedures
  - n) Pre-race rules
  - o) Telephone communications/radio communications with race control
  - p) Reporting facts to the chief paddock marshal for possible onward report to race control
  - q) Ignition/fire extinguisher and other in-car switches
  - r) Disabled/non-petrol/ignition and other warning signs carried on cars.
  - s) MSA regulations re paddock and surrounding areas
  - t) Scrutineering tickets and requirements
  - u) Helmets/belts/overalls etc – safety requirements
  - v) Reporting requirements
  - w) Passes and security requirements
2. Attitude
  - a) General
  - b) When asked to perform specific duties
  - c) To spectators, competitors and others in the paddock & assembly areas
  - d) Overall conduct during the day.
  - e) To constructive criticism
  - f) Actively seeking advice and guidance
  - g) Initiative shown in clearing up incidents
3. Skills
  - h) Dummy grid procedures
  - i) Interpersonal skills with competitors, spectators and others
  - j) Incident handling (if the chance arises)

## **SPECIALIST TO EXPERIENCED SPECIALIST (all disciplines)**

In many respects the experienced specialist needs to exhibit the same KASE as a specialist, but at a higher level. Thus the assessor should review the same knowledge base and review the same skill sets, but expect a more pro-active performance, with more consummate answers and demonstrations. All other aspects of the KASE assessment should be as for the appropriate specialist role.

## **Trainee to Communications Specialist**

The trainee needs to demonstrate that:

- they are aware of how Race Control works
  - they are familiar with the telephone system
  - they understand their role
  - they know where to seek advice and guidance and appreciate they are still learning
1. Knowledge
    - a) Telephone check and its importance
    - b) Race time and its importance
    - c) Completion of telephone log
    - d) How to contact a marshal's post by telephone
    - e) Hierarchy of officials in Race Control
    - f) Whom they are responsible to
    - g) Whom they pass information to
    - h) Practice procedure
    - i) Start and race procedures
    - j) Start line flags
    - k) Safety car rules
    - l) Whom Post Chiefs are for the day
    - m) Personal equipment
  2. Attitude
    - a) To other people in race control
    - b) To marshals on the telephones
    - c) Overall conduct during the day
    - d) To constructive criticism
    - e) Actively seeking advice and guidance
    - f) Initiative shown during the day ie letting commentator know about delays
  3. Skill
    - a) They are aware of what is going on around them
    - b) Communicating with marshal's posts
    - c) Communicating with other members of Race Control
    - d) Recording incidents on telephone log and action taken

## **Specialist to Experienced Communications Specialist**

A Communications Specialist is an assistant to the Chief Observer and therefore needs to show how they assist the Chief Observer in their role within the setting of Race Control.

The knowledge and skills base is similar to the Specialist upgrade but needs to be in far greater depth with more understanding of the underlying principals and the ability to think for themselves as to what needs to be done.

1. Knowledge
  - g) Of the circuit, its layout and method of working
  - h) Telephone and radio checks
  - i) How the radio system works and radio etiquette
  - j) Race time
  - k) Completion of race logs and subsequent actions
  - l) Hierarchy of officials in Race Control and of the meeting
  - m) Whom they are responsible to
  - n) What information should be passed on and to whom
  - o) Practice procedure and length
  - p) Start and race procedures and length of race
  - q) Start line and circuit flags
  - r) Safety car rules
  - s) Procedure for major incidents
  - t) Whom Post Chiefs are for the day
  - u) Any special instructions from the club
  - v) Where to find information that maybe required
  - w) Whom to contact for extra resources
  - x) Entry list and final instructions

- y) Personal equipment
- 2. Attitude
  - a) General
  - b) When asked to perform specific duties
  - c) To competitors, other marshals and others
  - d) Overall conduct
  - e) To constructive criticism
  - f) Initiative
- 3. Skills
  - g) Communication with all levels
  - h) Interpersonal with marshals and others
  - i) Log writing
  - j) Radio etiquette
  - k) Procedures

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December 2011